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ABSTRACT

This survey offers an analysis of the present effectiveness and capabilities of the Pueblo Regional Library in the areas of legal structure, facilities, organization, personnel administration, job assignments, Friends of the Library, reference services, circulation of Library materials, Library resources, registration, and budget. It also examines the past growth of the City and County of Pueblo, which, coupled with information about new industrial and recreational facilities coming into the area, provides a projection of population growth for the next twenty years. The combination of the Library analysis and the population projection provides the basis for recommendations for a twenty-year development plan for the Pueblo Regional Library. Five objectives are outlined, as follows: (1) To Function as the Information Center for the City and County of Pueblo, (2) To Extend Library Service to All Parts of the Community, (3) To Encourage the Widest Utilization of Library Service, (4) To Develop an Efficient Administrative Program for the Pueblo Regional Library and (5) To Cooperate with Municipal, County, and State Governmental Agencies, Regional and State Planning Agencies, and Industrial Development Organizations. Included with each objective are programs of action designed to enable the Library to meet the increasing demands upon it. (Author)

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Management Survey of the Pueblo Regional Library Pueblo, Colorado

With Recommendations for a Twenty-Year Development Program

John T. Eastlick

PROJECT NO. 71-1
FEBRUARY, 1971

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CENTER FOR COMMUNICATION AND INFORMATION RESEARCH

Graduate School of Librarianship/University of Denver

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PREFACE

It is believed that the City and the County of Pueblo have a tremendous future. Great growth is anticipated. Growth affects all agencies of a community. And too frequently agencies try to meet the pressures of growth immediately as those pressures and problems arise. Too infrequently do agencies determine a long-range program, so that, as growth occurs, the agency is ready with logical, planned action.

It has been the objective of this study to provide the Pueblo Regional Library with such a plan. Some may consider it too imaginary and ambitious. But, in view of the changing patterns of American society and the projected growth of the area, it may, in reality, be too conservative. At least it sets a direction which can only benefit the Pueblo Regional Library and, in turn, the citizens of the City and the County of Pueblo, Colorado.

The Chief Investigator is indebted to the assistance given by Mr. Robert W. Roehr, Director of the Pueblo Regional Library, and by Mrs. Frances Champion, who collected much of the demographic information included in the report.

John T. Eastlick
Chief Investigator

Denver, Colorado
January, 1971

TABLE OF CONTENTS

Page

PREFACE

LIST OF TABLES

LIST OF ILLUSTRATIONS

I. THE COMMUNITY AND THE LIBRARY 1

1. The City and County of Pueblo
2. The Growth and Development of Pueblo
3. Population Analysis
4. Population Projection
5. Educational and Cultural Agencies in Pueblo
   A. Schools
   B. Southern Colorado State College Library
   C. Colorado State Hospital Library
   D. Pueblo County Law Library
   E. Major Agencies Without Libraries
   F. Creative Arts and Conference Center
6. Summary of Findings

II. THE PUEBLO REGIONAL LIBRARY 33

1. Existing Structure and Service
   A. Legal Structure
   B. Facilities
   C. Reference Services
   D. Circulation of Library Materials
   E. Registration
   F. Arkansas Valley Public Library System
   G. Friends of the Library
   H. Organization of the Pueblo Regional Library
   I. Budget
   J. Personnel Administration
   K. Job Assignments
   L. Library Resources
2. Summary of Findings

III. RECOMMENDATIONS FOR GROWTH, 1970-1990 58

Objective Number One: To Function as the Information Center for the City and County of Pueblo

Objective Number Two: To Extend Library Service to All Parts of the Community

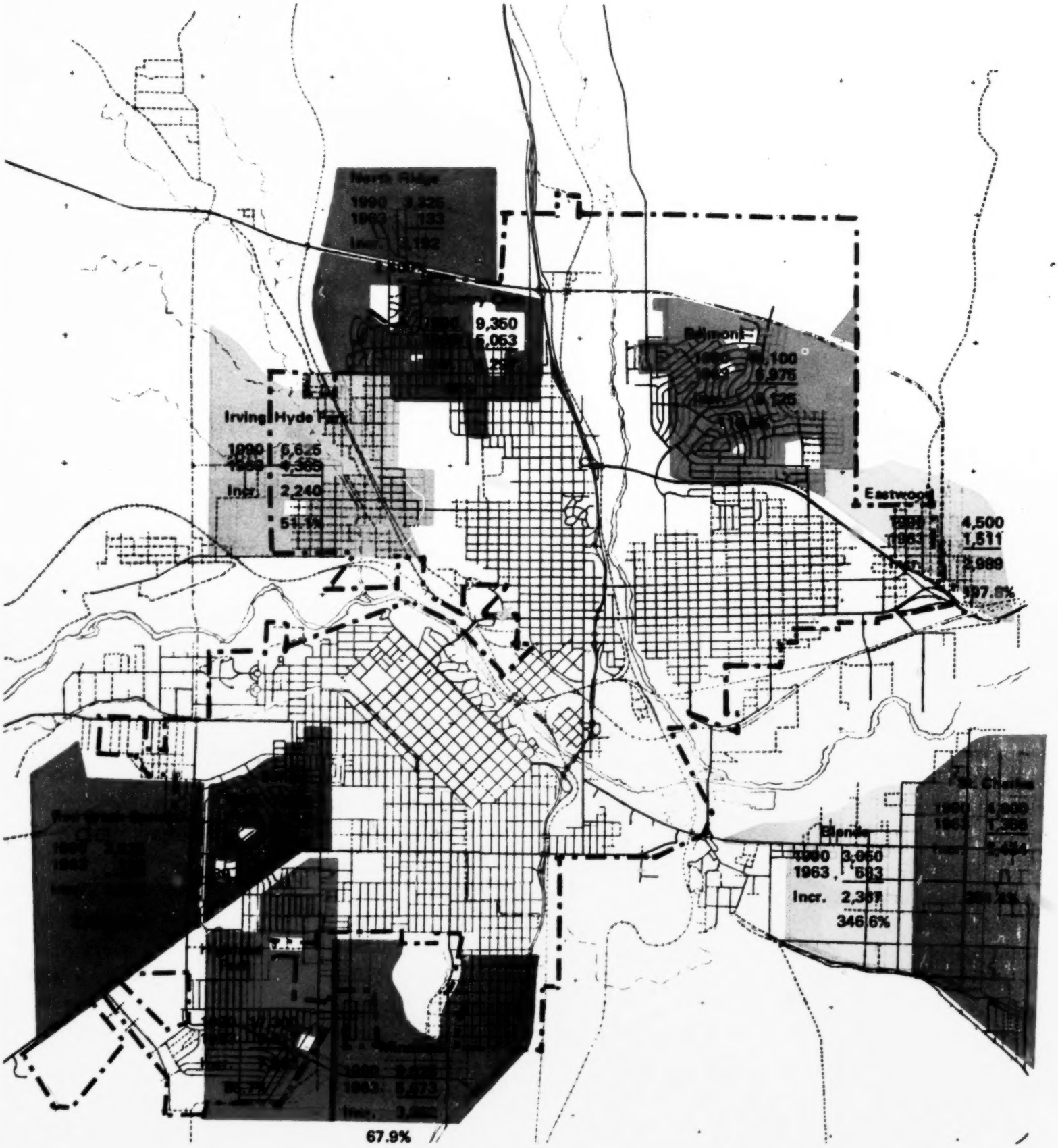
Objective Number Three:	To Encourage the Widest Utilization of Library Service
Objective Number Four:	To Develop an Efficient Administrative Program for the Pueblo Regional Library
Objective Number Five:	To Cooperate With Municipal, County and State Governmental Agencies, Regional and State Planning Agencies, and Industrial Development Organizations

LIST OF TABLES

Table		Page
I.	Population of City and County of Pueblo	13
II.	Education of Pueblo County Population 25 Years Old and Over, 1960 Census	15
III.	Minority Groups in the Population of Pueblo County	16
IV.	Family Income in Pueblo County	17
V.	Pueblo County Student Population 1969-70	21
VI.	Part I: Elementary School Library Collections in Pueblo County	24
	Part II: Secondary School Library Collections in Pueblo County	25
VII.	Library Circulation in Pueblo, Colorado 1950-1969: Fiction and Non-Fiction	39
VIII.	Library Circulation in Pueblo, Colorado 1950-1969: Adult and Juvenile	40
IX.	Library Circulation in Pueblo, Colorado 1950-1969: Main Library, Stations and Bookmobile	41
X.	Registered Library Borrowers in Pueblo County, November, 1970	43
XI.	Organization of the Pueblo Regional Library	46
XII.	Pueblo Regional Library Budget Comparison, 1971	48
XIII.	Proposed Organization Chart, Pueblo Regional Library	82

LIST OF ILLUSTRATIONS

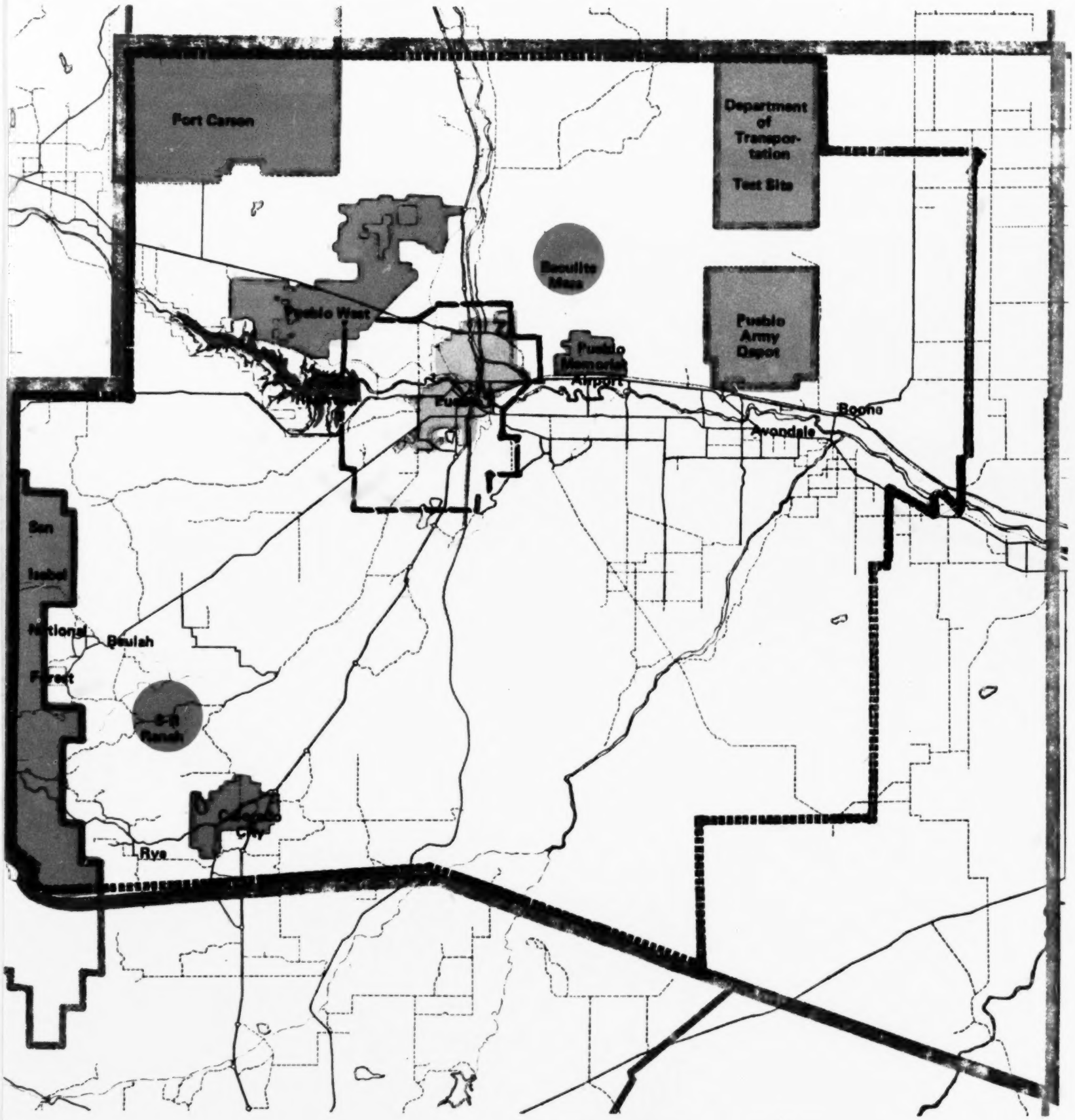
		Page
Map 1:	Pueblo Urban Area, Pueblo, Colorado	vii
Map 2:	County of Pueblo, Colorado (Pueblo SMSA)	viii



City Limits —·—

Map 1

PUEBLO URBAN AREA



Map 2
COUNTY OF PUEBLO
(SMSA)

CHAPTER I

THE COMMUNITY AND THE LIBRARY

1. The City and County of Pueblo

Pueblo, Colorado is located in the southeastern quarter of the State of Colorado. It is the trading, educational and cultural center for the majority of people in the southeastern part of the State. Federal Interstate 25 (U.S. Highway 85-87), U.S. Highway 50, and Colorado Highway 96 intersect in the City, and Pueblo enjoys good highway facilities in all directions.

Transportation facilities, in addition to the automobile, include a bus transit company which is subsidized by the City, a City-owned airport, four major railways (which no longer offer passenger service) and two major trans-continental bus lines.

Pueblo has two daily newspapers, seven radio stations and three television channels.

However, the dominant factor apparent in any study of Pueblo is its physical structure (see Map 1). The City is located at that point where the Fountain River, flowing from the north, empties into the Arkansas River, flowing from the west. The combined rivers, now the Arkansas, leave the City in an easterly direction. The two rivers, plus railroad tracks adjacent to the Arkansas River and railroad tracks adjacent to U.S. Highway 85-87 going south, divide the City into four rather isolated quadrants. Each has its own physical and ethnic characteristics. Each represents a different economic and cultural level

of development. A complication in the planning for services within the City of Pueblo is the fact that few bridges cross the rivers. Only three bridges cross the Arkansas River and the same number cross the Fountain.

The City of Pueblo adopted a City Manager form of government in 1950. A seven-member City Council forms the legislative body, and City government does not seem to be dominated by any one group of citizens. Rather, it seems that there are six or seven strong groups who aid in decision making -- each joining with others on specific issues of concern to them.[1]

The Pueblo County government, a Commissioner form of government, is located in Pueblo. The County, roughly shaped like a square, consists of 2414 square miles. While there is some dry land and minor irrigated farming, most of the land is range land; some mining occurs. The San Isabel National Forest is adjacent to the southwest corner of the County. All the beauties of this National Forest and the Sangre de Cristo Mountains are easily accessible to the residents of the County.

2. The Growth and Development of Pueblo

Even though the Pueblo area was first explored by the Spanish in the sixteenth century, no permanent settlement was attempted until 1762. In that year French trappers established a small trading post on the east bank of the Fountain River, on or about the present site of Pueblo. That fort, and others established during the 1800's by Zebulon M. Pike,

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[1]Fred Weisbrod, Pueblo City Manager, personal interview, Pueblo, Colo., December 14, 1970.

John McKnight, Charlie Autobee, and a group of St. Louis gold seekers led by Josiah F. Smith, fell to the attacks of various Indian tribes roaming the area. However, the "Fort Pueblo," constructed between 1840 and 1843 on the west side of what is now Union Avenue, survived the attacks and is supposedly the first building of modern Pueblo. Ownership of the area by the United States was made permanent when President Thomas Jefferson completed the "Louisiana Purchase" in 1803, all territories between the Mississippi River and the Rocky Mountains becoming part of the United States.

In the fall of 1859, a provincial government, which evolved into the City government, was organized. The County government was organized in 1862. Pueblo County originally included, in addition to the present territory, the counties of Bent, Otero, and Powers. In 1874, the area now included in Bent County became an independent political entity, and Powers and Otero Counties were formed in 1889. The area now included in Pueblo County has been a political entity since then.

During the 1860's, Pueblo continued to grow; but 1872 was a particularly significant year. In that year, General William Palmer brought the Denver and Rio Grande Railroad to Pueblo. Soon after, the Atchison, Topeka and Santa Fe Railroad also arrived. The coming of the railroads made possible the development of the Central Colorado Improvement Co. in 1872, which later became the dominant industry of Pueblo, known as the Colorado Fuel and Iron Corp.

During the early 1870's, Pueblo experienced a tremendous land boom. It is reported that the Pueblo Land Office sold 129,957 acres to immigrants pouring into the City. The economic panic of 1873 hurt Pueblo residents drastically, as many had invested heavily in real

estate only to lose it during the panic.

Other disasters also hurt Pueblo. The flood of May 30, 1894 was the most destructive flood on record until that of the Fountain and Arkansas Rivers in June, 1921. In the 1921 disaster, most of the business section of the City was inundated. More than 1500 persons were reported missing, but less than 200 bodies were recovered. Property damage was estimated at $25,000,000, and 610 homes were destroyed. Within a year, a $4,000,000 Flood Control project at Rock Canyon was constructed.

While the Colorado Fuel and Iron Corp. had been expanding rapidly, to the point where Pueblo became known as "The Steel City of the West," the 1929 Depression caused extensive unemployment. Thousands of workers were laid off and the economy of the community suffered accordingly. However, during World War II, the CF&I continued to grow, until in 1969 it was the tenth largest basic integrated steel and steel products manufacturer in the nation. In 1969 the corporation was the largest single employer in the County, providing jobs for 7500 people. It was reported that the corporation started, in 1969, a $115,000,000 expansion program.[1] However, it was also reported by the Pueblo City Manager that, because the CF&I had recently been purchased by another company, the next five years may see a reduction in (or perhaps termination of) this corporation.

Pueblo has been trying to provide a diversified base for its economy. It can no longer be known as a "one company" town. The Colorado

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[1]Statement by John B. Hogan, Dept. of Industrial Relations, Colorado Fuel and Iron Corp., personal interview, Pueblo, Colo., April 24, 1970.

State Insane Asylum was established there in 1879, and in intervening years, as the Colorado State Hospital, it has grown rapidly. The hospital was employing 2300 individuals as of May 1, 1970.[1]

In 1940 the Pueblo Junior College was established with the aid of WPA Funds. It offered not only an extensive vocational-technical program but also two years of general academic studies which permitted students to continue in other institutions of higher education. In 1960 the junior college became a state-supported four-year liberal arts college. Now named Southern Colorado State College, it operates on an open door policy -- graduation from an accredited high school is the only requirement for admission. While vocationally oriented courses continue to be offered, SCSC is a fully accredited four-year college with approximately 8000 students. The majority of the students live in the City of Pueblo and commute to the two campuses, the new Belmont Campus in the northeast corner of the City and the Orman Campus near the business center of the City.

It is expected that Southern Colorado State College will continue to grow. Plans are underway to offer graduate programs in several disciplines. It has been estimated that by 1990 there may be as many as 5000 students living on Belmont Campus, with many others commuting from Pueblo, Canon City, Ft. Carson, Ent Air Field and the Air Force Academy.

The Pueblo Army Depot, located approximately fifteen miles east of Pueblo, was established in 1942. While originally planned as an ammunition depot, it now serves as a production, storing and shipping agency

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[1]Colorado State Hospital, Pueblo, Colo., interview with the Office of Personnel, May 1, 1970.

for over 125,000 military items. During and immediately following World War II, as many as 8000 workers were employed. The Depot employed approximately 3000 in 1969, with less than one percent of the total being military personnel.[1] The agency is considered by the City Manager to be one of the most economically stable in the Pueblo area.[2]

The United States Department of Transportation has established a National Test Site immediately north of the Pueblo Army Depot. This new facility approximately twelve miles from Pueblo will test high speed ground transportation vehicles. Contracts have already been let to test certain types of high speed mass transportation equipment. It is anticipated that federal monies invested in this facility will be several million dollars annually. The DOT plans to spend $101,000,000 at the test site in the next five years.[3] It is hoped that a major industrial complex of affiliated industries will develop around the federal facility, and it has been estimated that as many as 20,000 people might be employed at the new test site and adjacent complex in the next five years.

The United States Bureau of Reclamation has begun construction of the Frying Pan - Arkansas Transdivide Project. The project consists of a series of tunnels and lakes to divert water from the Western slope of the Rocky Mountains, and the eventual storage of that water in the Pueblo Reservoir. The Reservoir will be created by a dam to be located immediately west of Pueblo City boundaries. The Reservoir site com-

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[1]Pueblo Army Depot, Pueblo, Colo., interview with the Office of Public Information, April 17, 1970.

[2]Weisbrod, interview, December 14, 1970.

[3]Pueblo Chieftain, May 7, 1970, sec. A, p. 1.

prises an area of 26.5 square miles, all within Pueblo County; there will be about 60 miles of shoreline. Although the entire project will not be complete until 1976, it is anticipated that some recreational activities could precede its completion by as much as two years. A study based on tourism and tourist expenditure at five comparable reservoirs indicates that the Pueblo Reservoir could be expected to trigger tourist expenditures of $5,700,000 in 1977 and $8,400,000 by 1990. These expenditures are expected to create 845 additional jobs in 1977 and 1234 new jobs by 1990.[1]

The Public Service Company of Colorado will begin construction in 1971 on the Comanche Electric Generating Station, to be located two and one-half miles southeast of Pueblo. The plant will be ready for service in 1973. The unitial unit will be as large as the largest unit in the Public Service Company system, the Cherokee Station, Denver. The significance on the economic growth of Pueblo lies not in the number to be employed at the station itself but in the influence so large a power plant will have in attracting industry to the area and in its capability to accommodate the growth and expansion of present industry.[2]

Tentative plans for a $10,000,000 airline training complex to be constructed at Pueblo Memorial Airport have been announced by Trans-Central Airlines. The operation, designated The Institute of Airline Science and Systems, is waiting approval by Federal agencies.[3] The

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[1]"Potential Economic Impact of the Pueblo Reservoir," Comprehensive Plan Technical Working Paper T-45, February, 1969 (Pueblo, Colo.: Pueblo Regional Planning Commission, 1969), pp. 1-11.

[2]Pueblo Chieftain, January 27, 1970, sec. A, p. 1.

[3]Statement by Stan Tompkins, Manager, Pueblo Memorial Airport, personal interview, Pueblo, Colo., May 23, 1970.

Institute plans to train 690 students in the first academic year, 1971, growing to 1400 students by the fifth year of operation. The number of people employed by the Institute, together with maintenance personnel for Trans-Central, could ultimately reach 300.[1]

The City Council has created an 800-acre industrial park and a Pueblo Industrial Commission. In February, 1968, the City received the final draft of a downtown revitalization plan which was prepared by an outside consultant. Two organizations have been established to obtain federal monies for Pueblo. These organizations, "Progress For Pueblo" and the Pueblo Development Foundation, have as their objective the obtaining of Small Business Administration and Economic Development Administration loans.[2] In addition, the Southern Colorado Economic Development District, comprising several counties, has been established under Title IV of the Public Works and Economic Development Act of 1965.[3] This agency is active in stimulating economic growth and development in the area.

Negotiations for residential development of acreage in excess of 25,000 acres, located on Baculite Mesa between Southern Colorado State College and the Department of Transportation Test Site, is in progress. A decision to build a second road into the City from the test site would speed up the development of this acreage considerably. Map 2 shows the first approved access road to the test site, as well as two possible

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[1] Pueblo Chieftain, November 20, 1969, sec. A, p. 24.

[2] Southern Colorado Economic Development District Overall Economic Development Program (rev. ed.; Pueblo, Colo.: Regional Service Institute, 1968), p. 147.

[3] Pueblo Chieftain, April 8, 1970, sec. A, p. 5.

routes for the second access road.[1]

It was recently announced that the U.S. Printing Office will establish a Western Distribution Center in Pueblo. This project, which is to start constructing facilities in 1971, is expected to bring 200-300 jobs to the Pueblo area.

Pueblo is basically a city of private homes. Only two or three modern apartment houses have been built and a few other apartments are located above stores in the business area. A few duplex and four-plex housing units exist. During the peak of World War II, the many employees at the Pueblo Army Depot were bused to surrounding communities -- some as far away as Walsenburg -- for housing. Now two large, planned residential communities are under construction. The Colorado City Development Company, a subsidiary of Great Western United Corporation, is presently developing 7500 acres into residential home sites in Colorado City, twenty-five miles south of Pueblo. Land use pre-planning limits construction to 10,000 homes on the initial 7500 acres being developed. The projected population for this initial development is 35,000.[2] A further growth of from 40,000 to 45,000 people within five to six years is a possibility, considering that 85 percent of all sites have been sold.[3]

The Colorado City Development Company has also acquired a large tract of land for development from the 3-R Ranch. No projections have

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[1]Statement by Robert Haver, personal interview, Pueblo, Colo., May 15, 1970.

[2]U.S. Congress, House, "Colorado City - A Beautiful New City," 90th Cong., 1st sess., July 11, 1967, Congressional Record, CXIII, 18432.

[3]Chick Ashley, personal interview, Pueblo, Colo., December 14, 1970.

been made for this tract.

McCulloch Properties, Inc., a subsidiary of McCulloch Oil Corporation, is presently developing Pueblo West, 14,310 acres of 25,990 acres six miles west of Pueblo. This acreage is adjacent to the site of the Pueblo Reservoir and is "planned as a unified residential-recreational-light industrial community with a self-sustaining payroll economy."[1] A major manufacturer of ski wear has completed construction of a plant in Pueblo West which, when in full production, will employ 135 persons.[2]

A $2,000,000 telephone project to be developed by Mountain Bell Telephone Company at Pueblo West has been announced; construction is scheduled to begin in May, 1971. The new installation is planned to serve Pueblo West telephone needs for at least fifteen years. The planned expansion will be the largest underground telephone system in southern Colorado.[3]

Pueblo West is being planned for an anticipated total population of 60,000 by 2020. The projected population for 1990 is 33,000.[4]

Another new city, to be known as El Rancho, is being planned in the southern part of El Paso County. However, it is expected that El Rancho will cross county lines and that part of it will be in the northern part of Pueblo County. No details as to potential growth of this city are available.

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[1]U.S. Congress, House, Honorable Frank E. Evans of Colorado, "Pueblo West," 91st Cong., 2nd sess., March 3, 1970, Congressional Record, E1540.

[2]Pueblo Star-Journal, November 4, 1969, sec. C, p. 1.

[3]Pueblo Chieftain, April 8, 1970, sec. A, p. 5.

[4]Statement by Joe Lacy, personal interview, Pueblo, Colo., April 17, 1970.

It would seem, from the above, that Pueblo can expect a tremendous industrial and population growth within the next twenty years. Much could occur even in a shorter time. But the optimism of these figures is tempered by the Pueblo City Manager.[1] He points out judiciously that there may be a slowdown in growth due to shortage of water, for its lack will be a controlling factor unless technology develops a process to use and reuse it. Further, it was emphasized that citizens of Pueblo still remember the tragedies of the early 1870's land boom. Of the approximately 30,000 individual housing units in Pueblo, the majority are mortgage free. The general attitude of the people of Pueblo is one of pride in ownership and independence from mortgage-holding agencies. The City Manager questions the population projections given by planners and developers, feeling they are all too high. He anticipates a small but steady growth for Pueblo.

3. Population Analysis

Both the City and County of Pueblo have experienced a constant, steady growth during the past seventy years. Based on a study of the U.S. Census reports, the population of the City has grown from 28,157 people in 1900 to 91,181 in 1960. Likewise, the County has grown from 34,448 people in 1900 to 118,707 in 1960.

In 1969, the Pueblo Regional Planning Office made population estimates for both the City and County. When the preliminary figures of the 1970 Census were released by the Census Bureau on May 23, 1970,

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[1]Weisbrod, interview, December 14, 1970.

it was found that the Regional Planning Office estimates were too high. Because of the difference, a major campaign was undertaken to enter into census records any citizens who were missed in the official census. On June 11, 1970, the Census Bureau issued its official preliminary population figures for Pueblo City and County. Table I shows the Census Reports 1900 - 1970 with the Regional Planning Office unofficial estimate.

TABLE I

POPULATION OF CITY AND COUNTY OF PUEBLO

Year	City of Pueblo	Pueblo County
1900*	28,157	34,448
1910*	41,747	52,223
1920*	43,050	57,638
1930*	50,096	66,038
1940*	52,162	68,870
1950*	63,685	90,188
1960*	91,181	118,707
1969** (Estimate)	106,629	133,500
1970***(Preliminary fig.)	96,746	117,212

* U.S. Bureau of Census

** Pueblo Regional Planning Office, reported in Pueblo Chieftain, May 23, 1970, sec. B, p. 1.

*** U.S. Department of Commerce, Bureau of the Census, United States Census of Population: 1970, Preliminary Reports, October, 1970, Population Counts for States, Colorado, pp. 2,3.

Accepting the preliminary findings of the Census Bureau, it appears that the City of Pueblo has increased during the decade 1960 - 1970 from 91,181 people to 96,746; this represents a growth of about 5.7 percent. Using the same basic figures of the Census Bureau, a different picture is shown for the County of Pueblo. The population of the County has decreased by 0.4 percent. This decline is not surprising when one considers the national trend of movement from rural areas to urban centers, but it is surprising when one notes the growth of nearby Colorado City during the past few years. These figures must be accepted, however, since they are the reports of the U.S. Bureau of the Census.

It is unfortunate that the analysis of the 1970 Census figures is not available at this time. An examination of the population characteristics is important. Without the 1970 analysis, the findings of the 1960 Census must be used. That Census found that the median age of residents for the County was 25.4 years. This young median age is not contradictory to the national picture. The 1960 Census found that 41.2 percent of the County population was under 20 years of age and only 9.2 percent over 65 years. These 1960 figures prove that residents of Pueblo County -- and it would be the same for the City of Pueblo -- are basically a young population. It is expected that when the 1970 Census analysis is available the same pattern will exist.

Again, based on the 1960 Census findings, an analysis of the educational achievement of the population must be considered. Table II shows the years of school completed by residents of the County 25 years of age or older. The significant fact shown on this Table is that 61.6 percent of the population 25 years of age or older had not completed

high school. Several factors might contribute to this trend to leave school before finishing high school. One significant factor is that there have been (and still are) employment possibilities in the County, either in farming or the CF&I, not requiring educational achievement.

TABLE II

EDUCATION OF PUEBLO COUNTY POPULATION
25 YEARS OLD AND OVER, 1960 CENSUS

Years of School Completed	Male	Female	Percent of Total
No school completed	830	791	2.5
Elementary			
8 years and under	13,215	11,885	39.5
High School			
1 to 3 years	5,962	6,490	19.6
4 years	6,661	8,952	24.6
College			
1 to 3 years	2,437	2,670	8.0
4 years or more	2,130	1,558	5.8
Total	31,235	32,346	100.0
Median school years completed	9.8	10.6	
Median school years completed for total population 25 years old and over		10.2	

Source: 1960 Census of Population, Final Report

The school dropout figure for 1964 was 91 per 10,000 population age 18 years and under.[1] In 1964, 69 percent of the dropouts or potential dropouts in the 15 to 17 year old group had Spanish surnames.[2] The

[1]Pueblo Regional Planning Commission, Data Sheets 3.100 and 3.110.

[2]Southern Colorado Economic Development District Overall Economic Development Program, p. 147.

median school years completed by the Spanish surnamed segment of the population was 8.1 years, compared to 10.2 years for the rest of the population.

Pueblo County does have a large population with Spanish surnames. As shown in Table III, 21.4 percent of the 1960 population was Hispano. It is expected that the 1970 Census analysis will show a larger percentage in this group.

TABLE III

MINORITY GROUPS IN THE POPULATION OF PUEBLO COUNTY

	City of Pueblo	Outside City	Total for County
Persons with Spanish Surnames	16,036	9,401	25,437
Percent of total population of Pueblo County	17.6	34.2	21.4
Negro	2,026	221	2,247
Percent of total population of Pueblo County	2.22	.80	1.89
Foreign-Born White*			4,121

* The median age of the Foreign-Born White was 65.0 years for males and 62.2 years for females.

Source: 1960 Census of Population, Final Report.

In Table III, the number given for Foreign-Born Whites should be noted. The 1970 Census will show a drastic decline in this number. Certainly, these individuals, whose median age in 1960 was between 62 and 65 years, are no longer in the labor force of the community. While there are no statistics to verify the observed fact, there is a

large segment of the population which is of Italian descent. Most are second or third-generation Italian-Americans who may be descendents of the Foreign-Born Whites reported in the Table.

It will be recalled that for years Pueblo has had the benefits of the CF&I Corporation. Likewise, since 1942, the Pueblo Army Depot has operated primarily with non-military personnel. Through union activity or because of Federal pay standards, salaries have been competitive. Table IV shows the percentage of families earning less than $3000 per year and the percentage of families having an income in excess of $10,000 per year in 1959.

TABLE IV

FAMILY INCOME IN PUEBLO COUNTY

	City of Pueblo	Outside City	Total for County
Families with annual income under $3000 as a percent of total	14.7	23.2	16.6
Families with annual income over $10,000 as a percent of total	11.1	5.2	9.8
Median family income in 1959	$5,698.00		$5,450.00

Source: Pueblo Regional Planning Commission Technical Working Paper T-39

The 1960 Census reported that the median family income for the United States was $5663, and for the State of Colorado $5780. This is comparable to the median family incomes reported for Pueblo for 1959 by the Pueblo Regional Planning Commission. The 1960 Census also reported

that, in the nation, 21.4 percent of families had a median family income of less than $3000. In 1959 the Pueblo Regional Planning Commission reported only 16.6 percent of families in this range.

4. Population Projection

It is extremely difficult to project the population growth of Pueblo City and County over a twenty-year period. While long-range planning for many agencies, and particularly for libraries, has usually been based on twenty-year projections, many variables are now being introduced. However, consideration must be given to the possible growth of the area by 1990.

The City Manager reported in an interview on December 14, 1970, that he anticipated a gradual growth comparable to that of the past ten years. On this basis, a 6-7 percent growth could be expected for each of the two decades ahead. At this rate it could be anticipated that, in 1990, the City of Pueblo would have a population of approximately 109,000. The number of residents in the rest of the County would increase to approximately 23,000. A total population of the County would, therefore, be approximately 132,000. This does not take into consideration anticipated growth at Colorado City, Pueblo West or El Rancho. It is not considered a valid projection in view of the new industries coming into the County and the developmental programs announced by CF&I and Mountain States Telephone Company.

With such divergent opinions existing concerning the potential growth of Pueblo West, it is hard to know what to anticipate. One report indicates that "eventually 60,000 people will live in Pueblo West."

Another indicates that perhaps 5000 will live in that area in the next five to ten years. Still a third report indicates that, by 1990, 33,000 people will live in Pueblo West.

The same conflicting predictions exist concerning Colorado City. The projections vary from 35,000 to 50,000 people by 1990.

Even when the potential labor force of new industries and agencies coming into Pueblo is examined, the same difference of opinion is found. For the new Department of Transportation High Speed Test Site, one report indicated that only 100-200 new jobs would be created (one-third professional and two-thirds non-professional), while another report projected 20,000 jobs when the program was fully implemented.

Only one thorough study has been accomplished. In March, 1966, the Pueblo Regional Planning Commission issued their Pueblo Area Transportation Study, based on the Pueblo Urban Area. The Urban Area is defined as the present area of the City of Pueblo plus areas immediately adjacent to existing City lines in the north, west and east. This area is known as the Pueblo Standard Metropolitan Statistical Area (SMSA) and includes the County residents who live just outside the City of Pueblo. Since most of the County residents live adjacent to Pueblo within the Pueblo SMSA, it is not necessary to consider other areas of the County. At this time, these areas are very sparsely populated or not populated at all. Of course, the potential growth of Pueblo West and Colorado City must be taken into account, but El Rancho, because of its present nebulous condition, need not be considered. The Pueblo Area Transportation Study projected a population in 1990 of 168,350 for the Urban Area. This seems a valid figure on which to base projections, even if

one recognizes that it is four years old and may have been made before some of the recent developments were announced.

Using this study as a base, and using conservative estimates for Pueblo West and Colorado City, a valid population projection for the County of Pueblo would be as follows:

Urban Area of Pueblo	168,350
Pueblo West	33,000
Colorado City	35,000
Total Possible Population, 1990	236,350

The projection of 236,350 people in the County may seem extremely high to some City and County officials, but it is better to anticipate the maximum and be ready than to be caught short.

5. Educational and Cultural Agencies in Pueblo

A. Schools

There are two public school districts in Pueblo County. School District 60 serves the City of Pueblo and School District 70 serves the County, except for the extreme eastern edge. This area is served by yet two other school districts; however, the population in this eastern edge is so sparse that it is not being considered in this report. Students outside School District 70 are generally bused to schools in the adjacent counties. In addition to the public schools, eleven Catholic schools are included in this study.

During the academic year 1969-70, the total school enrollment was divided as follows:

27.2 percent enrolled in School District 60
13.4 percent enrolled in School District 70
9.4 percent enrolled in parochial schools

Table V shows the distribution of the student population by grade and school district.

TABLE V

PUEBLO COUNTY STUDENT POPULATION 1969-70

	District 60	District 70	Pueblo Diocese
Elementary School, K-6	13,793	2,502	
Grades K-8			2,385
Junior High Schools, 7-9	6,105	1,127	
High Schools, 10-12	5,955	852	
Grades 9-12			768
Totals	25,853	4,481	3,153

Total School Enrollment 1969-70	33,487
Total School Enrollment 1960*	31,372
Increase	2,115

* 1960 Census of Population, Final Report

Source: Director of Pupil Personnel, School District 60
Administrative Offices, School District 70
The Diocese of Pueblo, Superintendent of Schools

On May 19, 1970, a bond issue was approved, in the amount of $1,485,000 for School District 70, for the purpose of completing and making additions to nine schools in the County. Two library facilities are to be included in the proposed construction. These facilities will be at Beulah Junior High School and Boone Elementary School. The approved bond issue does not include monies for school facilities at

Colorado City or Pueblo West.

The Colorado City Corporation has proposed the construction of a school in Colorado City which would be operated on a lease-purchase agreement by School District 70. The proposed school would be constructed with monies from a foundation grant, and a lease-purchase agreement would therefore be within the capabilities of District 70. A similar proposal to construct a school in Pueblo West has been made by McCullough, Inc.; however, this proposal includes interest payments which make it outside the capabilities of the District.[1] It is possible that the developers will request an extension of School District 60 to include all of Pueblo West. Map 2 indicates that at present a small portion of Pueblo West is in this District.

Also on May 19, 1970, a bond issue was approved, in the amount of $15,015,000 for School District 60, for the purpose of replacing Centential High School and Fountain Elementary School, for adding classrooms to the other three high schools, for constructing swimming pools at the four high schools, and for expanding library facilities by construction of a learning materials center at Risley Junior High School.

The building program is the first step in a major reorganization of the administrative and educational structure of the District 60 school system. Upon completion of the new Centential High School and the major addition to Central High School,Keating and Freed Junior High Schools will become "middle schools," offering instructional programs to students in the sixth through eighth grades. Those grade schools sending students to Keating and Freed will provide classes for students in

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[1]Statement by Harry A. Allen, personal interview, Pueblo, Colo., May 12, 1970.

kindergarten through the fifth grades.

It is proposed that the space that will become available through the elimination of the sixth grade as part of the elementary program be converted into new or improved libraries. The sale of obsolete buildings and grounds, that is, Centential and Fountain Schools, is expected to provide funds for the introduction of a four-year high-school curriculum in East and South High Schools. At that time, the conversion of the remaining four junior high schools to middle schools will permit the expansion of elementary school libraries.[1]

In May, 1969, the Pueblo League of Women Voters conducted a survey of centralized library facilities in the two public school districts. The parochial schools of the Diocese of Pueblo were not included in this survey. Table VI (pp. 24-26) combines findings of the Pueblo League of Women Voters survey with corresponding figures from the Pueblo parochial schools and such additional information as could be obtained from the schools not included in the League survey. The findings of the League survey, as well as the added figures, are not valid for any purpose other than as a basis for impressionistic generalization. The number of volumes has, in some cases, been rounded to the nearest hundred and may represent the last acquisition without regard to lost or discarded books; in some cases, it was reported as "estimated." The number of volumes per student in schools of Pueblo County is thus approximately 6.3. For books, the Standards for School Media Programs, 1969, specifies 20 volumes per student.[2]

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[1]Citizens' Committee for Better Schools, Pueblo, Colo., comp., "You . . . Your Schools . . . Your City" (Pueblo, Colo.: School District 60, 1970), pp. 4-13.

[2]"The New Standards," School Library Journal, XVI(October, 1969), 112.

TABLE VI
PART I
ELEMENTARY SCHOOL LIBRARY COLLECTIONS IN PUEBLO COUNTY

Name of School	Enrollment	Number of Volumes	Open After School Hours
School District 60			
Belleplain	84	2,500	
Belmont	587	4,500	
Bessemer	352	4,931	
Beulah Heights	611	6,512	
Bradford	561	5,000	3/4 hr.
Carlile	357	7,208	1-1/2 hrs.
Central Grade	394	3,726	1 hr.
Columbian	616	3,703	
Eastwood	111	2,000	
Edison	151	1,950	
Fountain	448	4,000	1-1/2 hrs.
Franklin	586	3,768	
Fulton Heights	141	1,150	
Goodnight	412	5,041	1-1/2 hrs.
Haaff	350	2,173	
Hellbeck	636	4,977	
Highland Park	601	3,479	
Hinsdale	187	1,886	
Hyde Park	317	3,619	
Irving	328	5,359	
Jefferson	321	3,500	
LakeView	482		
Lincoln	348	4,160	
Minnequa	427	3,024	
Morton	711	4,837	
Park View	733	5,903	1-1/4 hrs.
Somerlid	587	3,300	
South Park	354	1,077	
Spann	508	3,880	1-1/2 hrs.
Sunset Park	551		
Thatcher	467	5,789	
Washington	472	3,997	
Totals	13,793	116,949	

TABLE VI (Continued)

Name of School	Enrollment	Number of Volumes	Open After School Hours
School District 70			
Elementary School Totals	2,502	20,651	
Pueblo Diocese Schools			
Sacred Heart Cathedral	197	2,030	
Christ the King	147	75	
Holy Family	258	1,748	
Our Lady of the Assumption	254	3,220	
Our Lady of Mr. Carmel	164	1,500	
St. Francis Xavier	265	2,000	
St. Joseph	276	2,000	
St. Leander	246	1,200	
St. Mary	185	2,000	
St. Pius X	124	2,100	
Shrine of St. Terese	269	2,500	
Totals	2,385	20,373	

TABLE VI
PART II
SECONDARY SCHOOL LIBRARY COLLECTIONS IN PUEBLO COUNTY

Name of School	Enrollment	Number of Volumes	Open After School Hours
School District 60			
Junior High Schools			
Corwin	907	8,000	1 hr.
Freed	1,014	5,000	1 hr.
Heaton	861	5,000	3/4 hr.
Keating	1,026	9,000	1-1/2 hrs.
Pitts	1,324	7,500	3/4 hr.
Risley	973	6,100	3/4 hr.
Totals	6,105	40,600	
High Schools			
Centential	1,268	8,000	1-1/4 hrs.
Central	1,620	13,000	1-1/2 hrs.
East	1,528	8,854	3/4 hr.
South	1,539	10,000	1 hr.
Totals	5,955	39,854	

TABLE VI (Continued)

Name of School	Enrollment	Number of Volumes	Open After School Hours
School District 70			
Junior High Schools			
Beulah	54	800	
Excelsior	208	2,403	1/2 hr.
Pleasant View	395	5,600	1/2 hr.
Vineland	357	2,350	1 hr.
Rye Junior & High School	212	2,366	1/4 hr.
Pueblo County High School	753	7,000	1 hr. and evenings on request
Totals	1,979	20,519	
Pueblo Diocese Schools			
Roncalli High	356	9,200	Not reported
Seton High	412	4,597	Not reported
Totals	768	13,797	

Source: Pueblo League of Women Voters, Survey, May 1969, and additional information from Pueblo parochial schools and schools not included in the League survey.

Other types of media, such as recordings, microforms, and film strips, are also kept in all the school libraries, but sufficient data regarding the extent or type of media collections was not available. Student use is limited to teachers' classroom presentations. Only one of the public school library collections is available to students after 4:30 in the afternoon; the parochial schools of the Pueblo Diocese did not report the hours during which their libraries are open.

Recommendations made by the League of Women Voters following its study of school libraries have not been implemented. The League recom-

mended extended hours of library service after school, the appointment of a Supervisor of School Libraries, and increased book budgets.

B. Southern Colorado State College Library

The Southern Colorado State College Library acquired its hundred thousandth volume in April, 1970. The total capacity of the present library building on the Belmont Campus is between 250,000 and 300,000 volumes. An addition to the building is structurally possible, so as to increase its capacity to 500,000 volumes. The present circulation policy of the college library with respect to the community at large is to loan books only on a very limited basis to adult members of the community who are not associated with the college.[1]

The Master Plan for Southern Colorado State College projects a student growth to 10,000 full-time equivalent students (FTE) by 1975-80. Projections to 1990 have not been made. It is felt that, without the development of other higher education facilities in the immediate area, 10,000 FTE students is an unreasonably low projection.[2]

A Masters of Arts in Teaching program is being planned at Southern Colorado State College. It is hoped that the program will be approved by the institution by Spring, 1970, that it will be accepted in concept by the Committee of Academic Deans of State Colleges and Northern University of Colorado and by the Board of Trustees, Commission on Higher Education, and that the academic year 1970-71 can be devoted to developing the concept. In the event that approval and acceptance are ob-

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[1]Statement by Edward Broadhead, personal interview, Pueblo, Colo., April 17, 1970.

[2]Statement by Budge Threldeld, Dean, personal interview, Pueblo, Colo., May 8, 1970.

tained as hoped, implementation of the graduate program could begin by Summer, 1971. It is estimated that there are 800 certified teachers needing graudate training in the immediate Pueblo area.

A Masters program in Library Science is also planned. In concept, this program has been approved at the Committee of Academic Deans of State Colleges level, and the program planning is currently being reviewed by a consultant.[1]

C. Colorado State Hospital Library

There are two libraries at the Colorado State Hospital. One is a patients' library which is administered by a professional librarian and an assistant. Books are purchased for the patients' library from a small sum set aside from the total library budget and funds allocated from LSCA Title IV-A monies. Requested materials not in the collection are borrowed periodically from the Pueblo Regional Library. The librarian states that few requests have been made for material not contained in the patients' collection.[2]

Also in the Colorado State Hospital there is a professional collection, administered by the same professional librarian and assistant. This collection is regarded by members of the hospital staff as outstanding. The professional library is affiliated with two networks of information exchange: the Mid-Continent Regional Medical Library Network, which was established by law in 1965 and covers seven states, and the Arkansas Valley Public Library System.

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[1] Ibid.

[2] Statement by Lucile Uppendahl, personal interview, Pueblo, Colo., April 17, 1970.

D. Pueblo County Law Library

The Pueblo County Law Library, located in the Judicial Building, is supported by the County government. Another law collection exists in the Thatcher Building and is supported by the Thatcher Foundation. A local attorney feels that the combined collections offer the legal profession in Pueblo County a "fairly extensive law collection."[1]

E. Major Agencies Without Libraries

CF&I has neither a centralized library collection nor a company-operated information center. Individual offices and individuals maintain small private desk collections.[2]

There are no library facilities at the Pueblo Army Depot. While a collection of technical reports and government specifications exists at the Depot, this is a high-security, classified collection.[3]

F. Creative Arts and Conference Center

The Economic Development Administration has made a grant of $743,000 to Pueblo County towards construction of a $1,487,000 Creative Arts and Conference Center in the heart of downtown Pueblo. The overall project will bring new levels of physical beauty, cultural enrichment, civic involvement and regional service to the community. The Art Center Auditorium capacity is planned for 500 seats, and the exhibition area will accommodate 500 to 700 people dining. This is considered a strategic size to accommodate state and regional conventions, and it fills a

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[1]Statement by Richard Macrorie, personal interview, Pueblo, Colo., May 2, 1970.

[2]Hogan, interview, April 24, 1970.

[3]Pueblo Army Depot, Office of Public Information, interview, April 17, 1970.

void in existing conference facilities.[1]

Space for a library branch has been included in the architect's plans.[2] An official verbal request that the Pueblo Regional Library establish a branch library in the Creative Arts and Conference Center has been received by the Board of Trustees. The exact subject content of the collection to be housed in the branch was not clarified, but it is anticipated that library materials on the performing arts would be desired.

The Pueblo Arts Council consists of a number of culture-oriented organizations. The Council is becoming increasingly active in coordinating programs and is generally influential in sponsoring cultural activities in Pueblo.

In 1966, the Pueblo Civic Symphony was re-formed. The organization includes a Youth Symphony Orchestra and a Chorale group as well as the Civic Symphony. In 1969 the Symphony involved over 300 musicians and outstanding guest artists in fourteen musical performances. The Symphony operates on a closed season under the direction of an internationally known resident conductor, Gerhard Track.[3]

6. Summary of Findings

Based on the data collected, the following facts can be seen as dictating the pattern of growth of the Pueblo Regional Library during

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[1] Sangre de Cristo Creative Arts and Conference Center Plans (Pueblo, Colo.: Pueblo Regional Planning Commission, October, 1968), pp. 1-6.

[2] Ibid., p. 5.

[3] Statement by Carmeltia Kenton, personal interview, Pueblo, Colo., May 8, 1970.

the next twenty years.

A. Of primary importance is the fact that the City and County of Pueblo are going to continue to grow in population. As a matter of fact, it is the opinion of the Investigator that Pueblo is on the verge of a rapid and immediate expansion. The population of Pueblo County is anticipated to grow from its 1970 population of 117,212 to 236,350 by 1990.

B. It appears that at least two new cities will develop in Pueblo County -- Colorado City and Pueblo West. Each will have a population in excess of 30,000 by 1990.

C. New industries and Federal agencies are being established in Pueblo. This diversification of industry is good -- among other things, it will provide a broader and more stable tax base.

D. There is a sizeable group of the population (16.6 percent) which has an income below $3000 per year and can be considered to be in the poverty level. But, conversely, there is a sizeable group of the population (9.8 percent) which has an annual income in excess of $10,000. In 1959 the median family income for families in the total County was $5450 per year. Pueblo City and County therefore have a wide span of "communities" to consider -- those near or in the poverty level, the affluent community, and the large segment of the population with annual incomes approximating the median income found within the State of Colorado and the U.S. as a whole.

E. The median educational achievement for the total community is

10.2 years of schooling. However, this median educational achievement is misleading when it is recognized that 39.5 percent of the total population completed 8 years or less of school. In other words, there is a large school drop-out factor to be considered.

F. School libraries are not well developed and there seems to be little motivation to improve their quality or availability.

G. While the library of the Southern Colorado State College is growing rapidly, it is doubtful whether it is keeping pace with the development of the curriculum or with the student enrollment. The Pueblo Regional Library serves many of the College students today, and it can be anticipated that this trend will continue and perhaps increase. The very fact that many students live in Pueblo rather than on the Belmont Campus suggests their heavy use of the Pueblo Regional Library.

H. Library service to residents of the City and County is very limited, except that provided by the Pueblo Regional Library. Most of the industries and Federal agencies do not have libraries, and those institutions which do, including Southern Colorado State College, restrict their use from the general public.

CHAPTER II

THE PUEBLO REGIONAL LIBRARY

1. Existing Structure and Service

A. Legal Structure

The first library in Pueblo, Colorado was opened in 1868 by an association of citizens headed by George Hinsdale, a former territorial Lieutenant Governor of Colorado. The Library consisted of a small reading room operated on a fee membership basis. Five years later, in 1873, the Library was moved to a small building between 3rd and 4th Streets on North Santa Fe. In 1891, rented quarters on the fourth floor of the old Board of Trade building at Richmond and Union were opened and used as a Library. Andrew McClelland, pioneer Pueblo businessman, contributed $6000 to the expansion of the Library. As a result, it was named in his honor.

In 1904, a new and elaborate stone building, made possible by a $60,000 grant from Andrew Carnegie, was opened at Royal Park. Andrew McClelland gave another $6000 to the new Library and it continued to be called the McClelland Library.

In 1965, a new library, replacing the Carnegie Building, was opened on the same site. The new building was erected through funds received from a $750,000 bond issue. Extremely attractive, it consists of three floors, with the possibility of expanding stack structures on the top floor so that a fourth floor of stacks could be added in the future. Carpeted throughout, the building is well lighted and provides a comfortable setting for good library service.

Until January 1, 1969, the then-McClelland Public Library operated

as an agency of the Pueblo City Government. On January 1, through contracts between the City and the County of Pueblo, the library system expanded to become a regional library serving the total area of Pueblo County. These contracts effecting the regional program provided for the following:

1. The regional library district covering the total area of Pueblo County was established in accordance with Chapter 84 of the Colorado Revised Statutes. This chapter authorized the establishment of a regional library district, the appointment of a Library Board, and the assessment of not more than 1.5 mills on real property for the support and operation of a regional library system.
2. The Library Board was established in accordance with Chapter 84 of the Colorado Revised Statutes, which provided for five members to serve on the Board of Trustees. Each serves for a period of five years. The City of Pueblo appoints two members of the Board, the County Commissioner appoints two members, and the fifth member is appointed jointly by the City and County governments.
3. The City of Pueblo, while retaining title to its property, transferred the Library facility (including buildings, plants, equipment, books, periodicals and other library materials) to the Regional Library, to be under the control and supervision of the Board of Trustees.
4. The contract establishing the Regional Library was to be in effect until December 31, 1970. However, it is to continue on an indefinite basis unless either party gives written notice

prior to termination of the contract or termination of any calendar year in which the contract is to be cancelled.

5. Staff members are excluded from and do not participate in any of the personnel programs of the City or County governments. However, the personnel procedures developed by the Pueblo Regional Library are compatible with the civil service standards of the City of Pueblo. No staff members suffered loss of retirement, vacation or other accrued benefits as a result of the change.

B. Facilities

The Pueblo Regional Library operates through the main building, known as the McClelland Library, through one branch library known as the Belmont Branch and located in the Belmont area in the northeast part of town, and through two bookmobiles.

1. The McClelland Library has already been described in general terms. It has approximately 34,500 square feet of space and seats 196 patrons at tables or occasional chairs. It has a capacity for approximately 160,000 volumes. The building has never been completely furnished and the seating capacity could be increased. Likewise, the book stock in no sense begins to fill the building, and there is much room for expansion.
2. The Belmont Branch is a small room built onto a fire station. It has approximately 500 square feet and seats 8 at two round tables. It has approximately 5000 volumes. All walls are covered with bookcases, with clear story windows above the bookcases. The identification of this facility as a library

agency can be accomplished only by a small sign on the front of the building. Only one staff member works in this building so the hours of service per week are limited.

3. The Pueblo Regional Library operates two bookmobiles. One was ordered in late 1968 and put into operation in January, 1969. It is a large contemporary vehicle and is a credit to the Library system. It runs a full schedule, operating five days a week, two shifts per day. This bookmobile makes the longer trips, to such stops as Colorado City. The second bookmobile is much smaller and has a capacity of only 1500 volumes. It has been in operation for many years and, because of its mechanical condition, operates only on a limited schedule within the City of Pueblo. A provision to replace this bookmobile has been included in the 1971 budget.
4. Previously, the Pueblo Regional Library operated several stations throughout the City of Pueblo. Stations were terminated in June, 1968.

C. Reference Services

During the last two years, the third floor of the McClelland Library has been made into a Reference Department. A general reference collection is housed here now, as well as college catalogs, telephone books, the government documents received by the Library as a designated Selective Depository, and all periodicals. The Pueblo Regional Library subscribes to 280 periodicals, all of which are indexed in Reader's Guide to Periodical Literature. None are bound, and the unbound periodicals are retained for a period of approximately five years before being

discarded. In addition to the general Reference Department, the head of the Reference Department supervises the Genealogy Collection and the Western Research Collection. These two non-circulating collections are housed in separate rooms which are available to the public only with special permission or when the reference desk is staffed. No statistics of reference services provided patrons are maintained. For instance, there never has been a program to record the number of reference questions asked.

D. Circulation of Library Materials

Tables VII, VIII and IX report circulation statistics from 1950 through 1969. Some very interesting facts appear when these tables are analyzed. First, the amount of fiction read is so much greater than non-fiction that one can only conclude that the present reading has, to some extent, been determined by the past acquisition policy, which emphasized the buying of recreational materials. However, the difference between the circulation of 258,407 fiction volumes in 1968 and 241,992 in 1969 may reflect a change in book purchasing policies. Likewise, the increase in non-fiction reading from 132,056 volumes in 1968 to 155,427 volumes in 1969 may result from the fact that there has been an aggressive weeding program to eliminate out-of-date or inaccurate materials; also, a book buying policy to acquire more non-fiction materials has been implemented. It is also significant that, while the number of children's volumes borrowed far exceeds the adult volumes borrowed, there is the beginning of a changing pattern here. The number of juvenile materials circulated in 1969 declined, while the number of adult materials circulated increased over 20,000 items.

TABLE VII

LIBRARY CIRCULATION IN PUEBLO, COLORADO 1950-1969:
FICTION AND NON-FICTION

Year	Fiction	Non-Fiction	Total
1950	140,497	44,836	185,333
1951	153,837	45,634	199,471
1952	156,254	47,115	203,369
1953	160,830	48,211	209,041
1954	174,280	54,716	228,996
1955	174,452	58,221	232,673
1956	178,870	61,301	240,171
1957	190,071	68,958	259,029
1958	214,558	84,373	298,931
1959	220,560	88,508	309,068
1960	238,653	96,465	335,118
1961	245,468	103,552	349,020
1962	256,916	121,854	378,770
1963	299,956	133,114	433,070
1964	285,413	130,219	415,632
1965	270,647	132,582	403,229
1966	280,411	132,574	412,985
1967	290,657	133,418	424,075
1968	258,407	132,056	390,463
1969	241,992	155,427	397,419

Source: Circulation records of the Pueblo Regional Library, 1950-1969

TABLE VIII

LIBRARY CIRCULATION IN PUEBLO, COLORADO 1950-1969:
ADULT AND JUVENILE

Year	Adult	Juvenile	Total
1950	95,098	90,235	185,333
1951	97,793	101,678	199,471
1952	97,687	105,682	203,369
1953	90,330	118,711	209,041
1954	92,215	136,781	228,996
1955	94,826	137,847	232,673
1956	91,248	148,923	240,171
1957	97,664	161,365	259,029
1958	112,428	186,503	298,931
1959	117,019	192,049	309,068
1960	123,263	211,855	335,118
1961	129,130	219,890	349,020
1962	134,918	243,852	378,770
1963	154,331	278,739	433,070
1964	157,987	257,645	415,632
1965	156,467	246,762	403,229
1966	157,389	255,596	412,985
1967	150,406	273,669	424,075
1968	159,362	231,101	390,463
1969	180,952	216,467	397,419

Source: Circulation records of the Pueblo Regional Library, 1950-1969.

TABLE IX

LIBRARY CIRCULATION IN PUEBLO, COLORADO 1950-1969:
MAIN LIBRARY, STATIONS AND BOOKMOBILE

Year	Main Library	Stations	Bookmobile	Total	% Increase Over Previous Year	% Increase Over 1960
1950	132,060	20,893	32,380	185,333		
1951	139,877	24,985	34,609	199,471	7.6	
1952	142,214	26,134	35,021	203,369	2.0	
1953	135,051	36,144	37,846	209,041	2.8	
1954	143,461	48,696	36,839	228,996	9.5	
1955	148,066	47,055	37,552	232,673	1.6	
1956	152,188	48,431	39,552	240,171	3.2	
1957	168,631	49,915	40,483	259,029	7.9	
1958	194,585	55,810	48,536	298,931	15.4	
1959	205,452	57,053	46,563	309,068	3.4	
1960	218,342	59,356	57,420	335,118	8.4	
1961	231,743	57,029	60,248	349,020	4.1	4.1
1962	231,926	83,196	63,648	378,770	8.5	13.0
1963	239,656	126,449	66,965	433,070	14.3	29.2
1964	240,630	112,227	62,775	415,632	(4.0)	24.0
1965	256,216	88,980	58,033	403,229	(3.0)	20.3
1966	269,382	89,110	54,493	412,985	2.4	23.2
1967	268,819	103,615	51,641	424,075	2.7	26.5
1968	281,101	65,874 (5 months)	43,488	390,463	(7.9)	16.5
1969	304,139	23,284	69,996	397,419	1.8	18.6

Source: Circulation records of the Pueblo Regional Library, 1950-1969

While there has been some decrease in the total use of the Library over the last few years, this should not be a matter of concern to either the administration or the Library Board of Trustees. In 1968, the use of the Library declined 7.9 percent. However, during this year there was a change in the pattern of service offered through stations, and there was in process an extensive weeding program which could be expected to have influenced circulation. The fact that in 1969 there was an increase of 1.8 percent over 1968 is significant. An upward trend in use has again started, and it seems reasonable to predict that this increase will continue as the buying program of the Library becomes more effective.

The Pueblo Regional Library circulated 3.39 volumes in 1969 for each citizen reported by the preliminary 1970 U.S. Census as living in Pueblo County. On a national scale, this is low. However, there are definite reasons why the per capita circulation is not higher. It is interesting to note that 76.5 percent of all circulation emanates from the main McClelland Library building. The use of the McClelland Library has continued to grow since the opening of the new building in 1965. Bookmobiles account for 17.6 percent of the circulation with 5.9 percent still emanating from stations. In reality, the circulation recorded as "stations" is the circulation record of the Belmont Branch.

E. Registration

Until 1970 no attempt was made to keep track of the registration of library patrons. However, during 1970 all registration records were individually counted. As of November 1, 1970, it was reported that 30,707 citizens were registered borrowers of Pueblo Regional Library.

Table X shows the breakdown of this registration. Because of the absence of statistics from previous years, it is impossible to tell whether the registration is growing or declining. However, the November 1 total registration of 30,707 patrons represents slightly in excess of 26 percent of the population of the City and County of Pueblo. This figure is low compared with the national trend, which indicates that 40-50 percent of the population might be expected to be users of the Library.

TABLE X

REGISTERED LIBRARY BORROWERS IN PUEBLO COUNTY, NOVEMBER, 1970

Adult, City of Pueblo	13,729
Juvenile, City of Pueblo	13,032
Total, City of Pueblo	26,761
Adult, Outside City	1,201
Juvenile, Outside City	2,745
Total, Outside City	3,946
Total for County	30,707

Source: Registration records of the Pueblo Regional Library, November 1, 1970.

F. Arkansas Valley Public Library System

The Pueblo Regional Library serves as headquarters for the Arkansas Valley Public Library System, which serves libraries in eleven counties of southeastern Colorado. This system is one of the seven public library systems in the State of Colorado developed by the Colorado

State Library in accordance with the Colorado Plan for Library Development. The Colorado State Library compensates the Pueblo Regional Library for services rendered the eleven member libraries through funds received from the Colorado State Legislature for State grants-in-aid to public libraries. The 1971 budget shows that income from this source for the coming year will be $30,400. During the last three years the income has averaged about $30,000 annually. From these funds, the System employs a Director who works in the Pueblo Regional Library and serves there as Assistant Library Director of the Pueblo Regional Library. There is a Board of Trustees of the Arkansas Valley Public Library System to whom the Director reports. It is obvious that the Assistant Library Director of the Pueblo Regional Library has a difficult role in that she is responsible to the Pueblo Regional Library Director and also responsible to the Board of Trustees of the Arkansas Valley Public Library System. In addition to paying the salary of the Director and two other assistants, the Arkansas Valley Public Library System supports the Pueblo Regional Library in buying library resources which will enrich its reference service to the member libraries. Teletype service between the Pueblo Regional Library and the Bibliographical Center for Research Inc. in Denver expedites requests for informational needs which the Pueblo Regional Library cannot fill.

G. Friends of the Library

There is a very strong and active organization, Friends of the Library, which supports endeavors of the Pueblo Regional Library. In the past, it has carried out such activities as soliciting funds for the acquisition of an art print collection, soliciting funds for the develop-

ment of a phono disc collection, and soliciting funds for this study. Friends obtains its income through the development of many activities, such as garden shows, book sales, etc. Membership is held by approximately 343 citizens who pay an annual dues fee of $1.00.

H. Organization of the Pueblo Regional Library

Since the Library has become a regional library instead of a part of the municipal government, the Director has developed an organizational chart, pay scales, job classifications and personnel rules. This represents a large step forward, as such tools did not exist previous to the last three years. Table XI shows the existing organization of the Pueblo Regional Library. It has been divided into five major service areas with a professional librarian assigned to four of them. The areas of service are: Reference Services, Readers' Services, Children's Services, Technical Services, and Extension Services. In addition, there is a Building Maintenance Department. All service operations except the Building Maintenance Department report through the Assistant Library Director to the Director. The Library Director admits that the organization of the Pueblo Regional Library is primarily determined by the structure of the McClelland Library Building. Reference Services are all housed on the third floor of the building, Readers' Services on the second floor (which is ground level), and Children's Services on the first floor (basement level). Technical Services and Extension Services are also housed on the first floor, with separate facilities for shipping and receiving, loading and unloading trucks, bookmobiles, etc.

I. Budget

Table XII shows the actual budget for 1969, anticipated income

TABLE XI

ORGANIZATION OF THE PUEBLO REGIONA

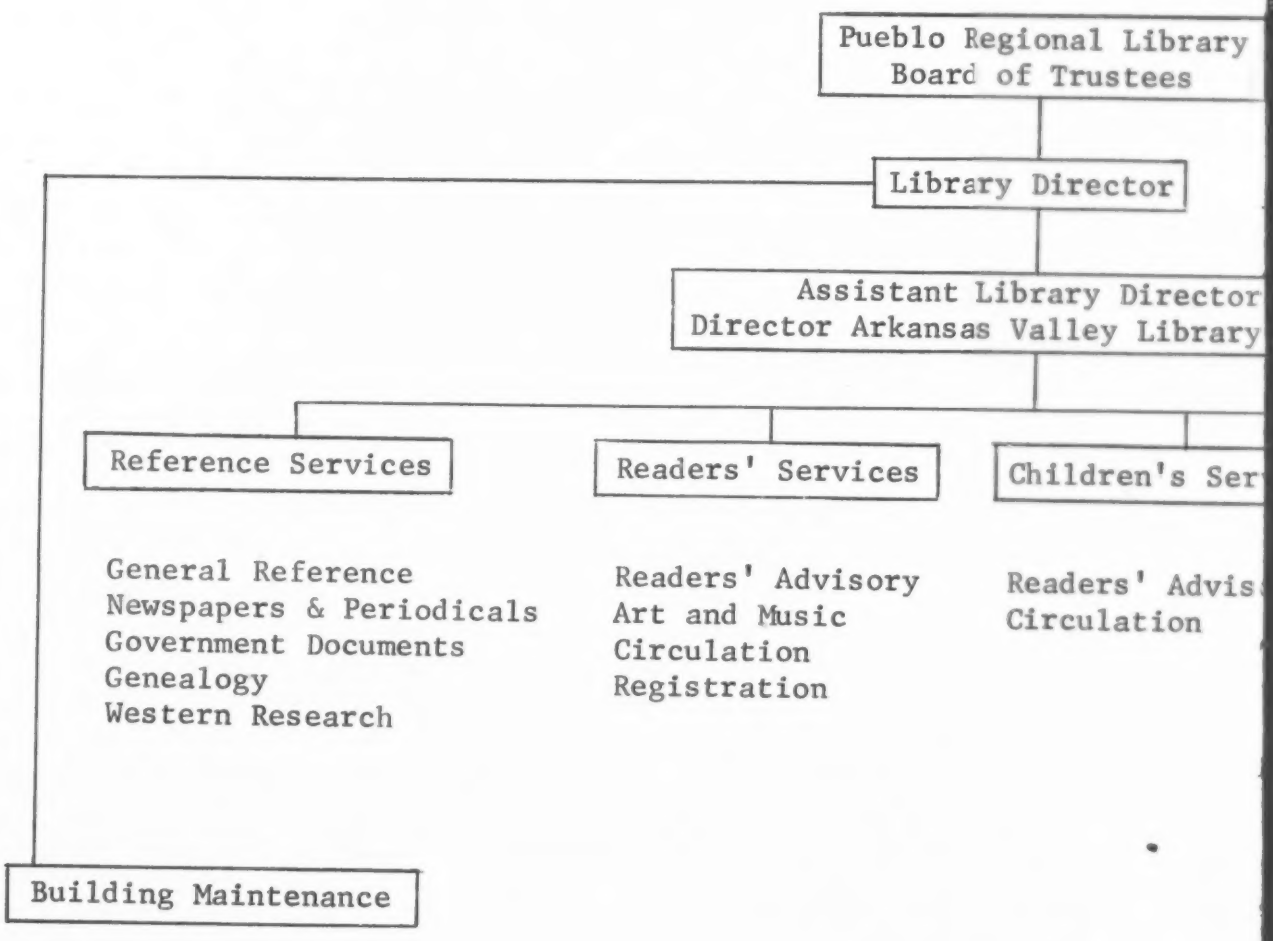
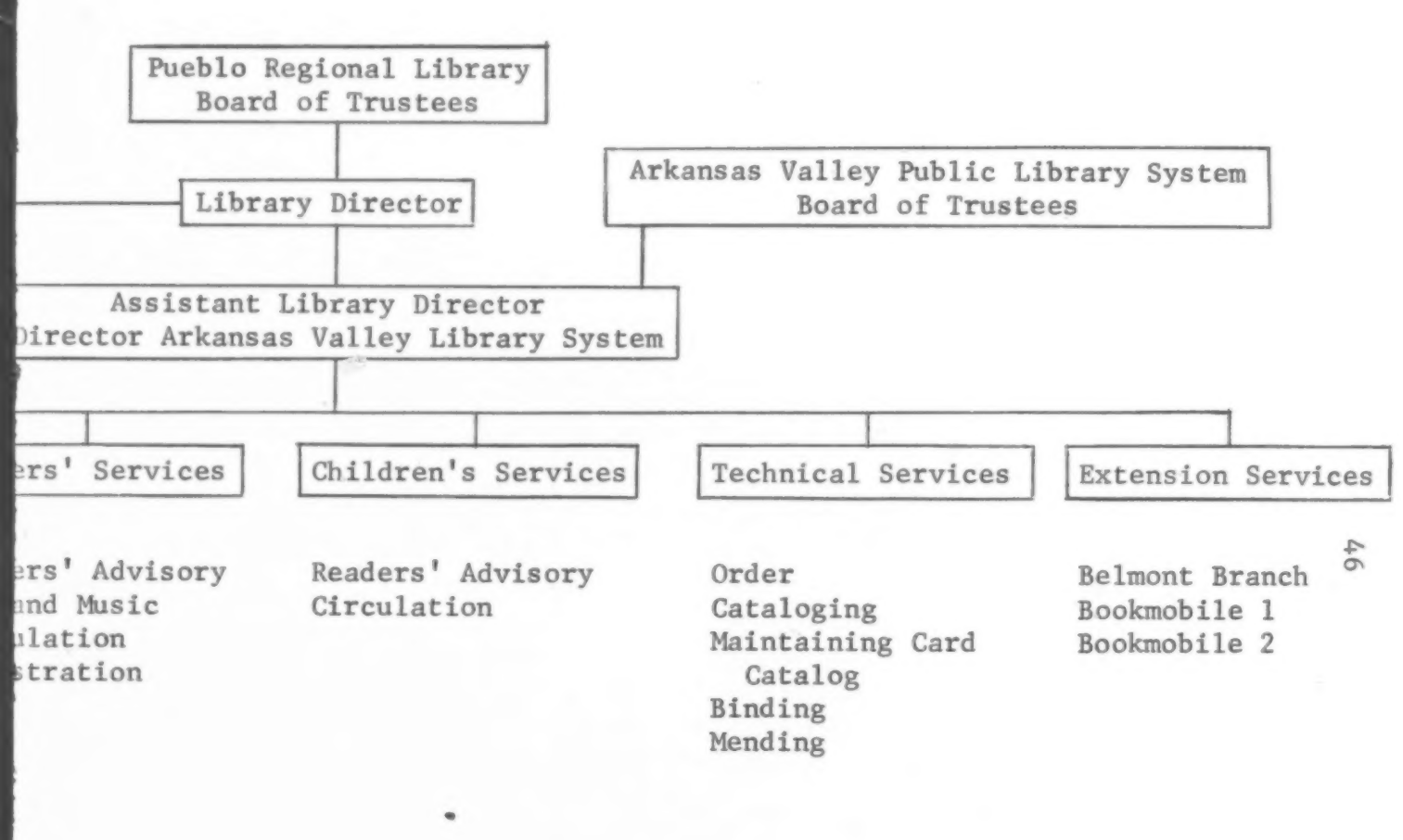


TABLE XI

GANIZATION OF THE PUEBLO REGIONAL LIBRARY



for 1970 and 1971, and planned expenditure for 1970 and 1971. There are several very interesting facts to be noted about the 1971 budget. First, it must be emphasized that the anticipated tax income represents the maximum income which can be acquired under existing State Law. The $306,600 represents a 1.5 mill tax on the County's assessed evaluation. Second, the amount spent for personnel - including Personnel Services and PERA contributions - constitutes 68.4 percent of the total income. The American Library Association's recommdation for budget allocation suggests that 65 percent of the total budget be assigned to personnel. Very few libraries, however, have been able to meet that recommendation. It has not been unusual to find 70-80 percent of a library's income allocated to personnel. Therefore, the Pueblo Regional Library is to be congratulated for coming so close to this standard. Third, the budget items for depreciation of motorized and office equipment represent a point of considerable interest. Libraries which are integral parts of municipal or county government generally are not able to budget for depreciation and in this manner effect savings to meet large future needs. Fourth, it is understood that the budget item "Operating Supplies" represents the authorized expenditure for books and periodicals. Even if periodicals were not charged against this account and the total was spent for books, the Pueblo Regional Library would be spending only 43 cents per capita on books. This figure is exceedingly low and the implication it has for the resulting book collection suggests one of the reasons for the low registration and low per-capita circulation in Pueblo.

TABLE XII

PUEBLO REGIONAL LIBRARY
BUDGET COMPARISON, 1971

	1969 Actual Income	1970 An
Assessed Valuation	$191,177,230.00	$
Tax Income	263,679.98	
State Grant-in-Aid	0.00	
Fines, fees, gifts, etc.	13,782.65	
Arkansas Valley Public Library System	32,400.89	
Balance From Previous Year	0.00	
Total	$309,863.52	

	1969 Actual Expenditures	1970 B
LI 1 Personnel Services	$182,442.26	
LI 4 PERA Contributions	10,281.94	
LI 10 Office Supplies	2,692.93	
LI 11 Operating Supplies	58,639.87	
LI 12 Repair & Maintenance Supplies	4,682.98	
LI 20 Professional Services	2,979.20	
LI 21 Communication	2,320.09	
LI 22 Transportation	3,191.78	
LI 24 Insurance	5,830.70	
LI 25 Public Utility Service	14,990.44	
LI 26 Repairs & Maintenance	7,120.96	
LI 27 Rentals	581.74	
LI 29 Depreciation, Motorized Equipment	2,500.00	
LI 30 Depreciation, Office Equipment	2,000.00	
LI 31 Other Services and Charges	291.50	
LI 32 Debt Service	633.33	
LI 40 Capital Outlay	8,263.84	
Total	$309,443.56	

Source: Pueblo Regional Library

TABLE XII

PUEBLO REGIONAL LIBRARY
BUDGET COMPARISON, 1971

969 Actual Income	1970 Anticipated Income	1971 Anticipated Income
$191,177,230.00	$194,547,210.00	$208,570,480.00
263,679.98	285,984.00	306,600.00
0.00	7,000.00	9,000.00
13,782.65	12,016.00	12,000.00
32,400.89	27,500.00	30,400.00
0.00	420.00	5,000.00
$309,863.52	$332,920.00	$363,000.00

969 Actual Expenditures	1970 Budget Appropriations	1971 Budget Appropriations
$182,442.26	$200,000.00	$230,300.00
10,281.94	15,000.00	18,000.00
2,692.93	3,000.00	3,000.00
58,639.87	69,000.00	50,000.00
4,682.98	4,400.00	5,000.00
2,979.20	2,600.00	3,500.00
2,320.09	2,000.00	2,500.00
3,191.78	2,000.00	4,000.00
5,830.70	5,000.00	6,000.00
14,990.44	14,000.00	15,000.00
7,120.96	7,500.00	8,000.00
581.74	1,500.00	1,500.00
2,500.00	2,500.00	4,000.00
2,000.00	2,000.00	4,000.00
291.50	300.00	200.00
633.33	700.00	0.00
8,263.84	1,000.00	8,000.00
$309,443.56	$332,500.00	$363,000.00

J. Personnel Administration

The Pueblo Regional Library has twenty-six authorized positions plus three positions assigned to the Arkansas Valley Public Library System. A position classification system has been developed having the six following classifications:

Library Director (1)	- Graduation from an accredited library school and some administration experience required.
Librarian II (3)	- Graduation from an accredited library school but no previous library experience required.
Librarian I (8)	- Graduation from a four-year college required, some library experience desired but not required.
Senior Clerk Steno (1)	- Secretary to the Director. Ability to take dictation, maintain files and other secretarial capabilities required.
Library Assistant (1)	- High School Education required, part-time college desired. No previous library experience required.
Custodian (2)	- No designated requirements.
Total (26)	

Figures in parentheses following each job classification indicate the number of authorized positions in that class.

A pay scale for each class has been developed; it is adjusted each year. The pay scale to be effective January 1, 1971 seems adequate and should permit both the recruitment of new employees and the retention of present staff. This is particularly true for the professional classification of Librarian II. The Library Director reported that members of the professional staff were all receiving the maximum salary. The reason for this is not understood, since presumably tenure brings further advancement up the salary scale, and not all of the professional

staff have served in the Pueblo Regional Library long enough to achieve the most advanced salary.

The personnel rules which have been developed since the formation of the Pueblo Regional Library seem well done. They provide for fair and equitable treatment of all employees. Additional rules and procedures will have to be developed in the future, but, for the present, the existing rules seem to fulfill requirements.

Personnel records do not seem to be complete. For instance, when the application form of an employed professional librarian was requested it could not be located. Such a form, in which is given the educational and employment history of this individual, is an important document.

K. Job Assignments

In order to evaluate the degree of full utilization of employees, a job audit was conducted. Each employee was requested to complete a prepared form describing actual duties performed and the percentage of time spent on each duty.

It must be emphasized that this job audit is an evaluation of duties assigned and in no way should be construed as an evaluation of the quality of work performed. In general, the job assignments seem logical and clear cut. It is obvious that the Board of Trustees and the Director have tried to maintain the educational requirements of each job class. Some of the job audit reports prepared by employees were so minimally prepared that it was difficult to tell the degree of responsibility the position carries. However, the following observations could be made:

1. Within the Librarian II classification, only one incumbent mentioned any responsibility for staff training, yet this function should certainly play a major role in the professional supervisor's duties. Each has charge of a number of employees and, presumably, must have a training program in order to maintain quality of service and compatibility of precedures.
2. Within several job audits where the incumbents are assigned to the same area of activity, there seems to be a great duplication of duties. For instance, many Library Assistants report a duty such as preparation of overdues.
3. The Custodial job audit reports seem to be duplicates. Do the incumbents really follow each other around doing the same thing at the same time?
4. The very important professional function of book selection seems to receive little attention from the professional staff.
5. There is a great variety of duties assigned the Librarian I class. These duties consist of a combination of low-level professional duties and clerical functions. While this is a non-professional classification, it is justifiable, on the basis of education required, to expect certain professional functions to be performed by its personnel, providing they are given adequate training. When an incumbent in the Librarian I class reports that 60 percent of his time is consumed in clerical functions, consideration should be given to a downward reclassification of the position to the Library Assistant class.

6. The Head of Technical Services makes two interesting comments: (1) her job audit reports "supervision of purchase order records and files." However, the job audit of the Senior Clerk Steno, who is secretary to the Director, indicates 65 percent of her time is spent on functions relating to order files, verification of invoices and bill payments; (2) the job assignments here are not clear. She reports she "distributes catalog cards and shelf list cards." It is noted, however, that a number of Library Assistants report they file catalog cards. It can be questioned whether so many people should be expected to learn filing rules. Should not the staff of Technical Services be responsible for filing and the total maintenance of the catalogs?
7. One Librarian I reports that 5 - 25 percent of his time is spent in "reading and waiting." This position obviously needs to have more work assigned.
8. One of the most complex jobs in the Pueblo Regional Library is that of the Senior Clerk Steno. Many varied tasks are assigned, each requiring different skills and abilities and each having a high degree of final responsibility. This job should be examined to see whether all duties are necessary or whether any could be reassigned.
9. Library Assistants, for whom no more than a high school education is required, should not be doing reference work.
10. The Librarian I position assigned to Art and Music has certain duties not consistent with the organizational structure of the Library. Why, for instance, should this position be re-

sponsible for classifying, assigning subject headings and filing catalog cards for recordings and prints, when Technical Services is responsible for "cataloging of all library books and materials and preparation of main and added entries?" Since this position is also responsible for news releases and publicity for all library activities and programs, the range of abilities required by the assigned duties is wider than could normally be expected. Moreover, the grouping of designated duties is not a logical one. It is possible that they are assigned because of the capabilities and interests of the present incumbent.

11. It is significant that no job audit was received for the Assistant Director position. The position is, in effect, merely a formal one. Obviously, the Assistant Director of the Pueblo Regional Library can perform no functions for the Library but must concentrate all of her time on the Arkansas Valley Public Library System. The existence of a position having a name but no functions seems very dubious organization.

The American Library Association Standards for Public Libraries, 1948, recommends for communities the size of Pueblo County a ratio of one staff member (excluding costodians) for each 2000 people served. On this basis, the staff of the Pueblo Regional Library should number approximately fifty-eight positions, rather than the twenty-six authorized. And the twenty-six positions include two custodial positions. Within the authorized staff, roughly one-half to one-third are recommended by the same Standards to be professional positions requiring

graduation from an accredited library school on the M.A. level. Only four positions -- including the Director -- are professional librarians. Therefore, slightly more than 15 percent of the staff is professional.

One word about the Custodians. The U.S. Army standards for the assignment of custodial positions is one for each 3590 square feet of space to be maintained. While this is believed to be low, a workable ratio of one custodian for each 5000 square feet seems practical. The more furniture, windows and shelving in an area to be maintained, the lower the ratio should be. However, the two custodial positions now authorized seem to maintain the main building, the Belmont Branch and the two bookmobiles adequately. The incumbents are certainly to be complimented on this achievement.

L. Library Resources

1. Book Stock -- No current, accurate inventory exists of the book stock owned by the Pueblo Regional Library. During the past three years, the Director has been taking inventory , but the job is not yet completed. As of January 1, 1970, it was estimated that the Pueblo Regional Library owned 110,027 volumes.[1] The collection is distributed approximately as follows:

Adult fiction	20%
Adult non-fiction	40%
Reference (including Genealogy and Western Research)	10%
Juvenile fiction	10%
Juvenile non-fiction	10%
Easy books	10%

[1]Pueblo Regional Library, Annual Report, 1969.

The breakdown into various categories is based on a count of the number of shelf-list drawers housing the records of each category.

The American Library Association's 1948 Standards for size of public library book collections indicates that, for populations of 100,000 or more, the library should own one and one-half volumes per capita. But so many changes have occurred in American society since 1948 that this per-capita figure is no longer considered adequate. With the knowledge explosion creating a massive new technological society, resulting in a publishing explosion which has seen the number of new titles published each year double during the last decade, libraries need more books. With the changes in the educational system which have occurred since Sputnik I, more books are required. Generally, it is agreed that for a community of 100,000 population two volumes per capita is minimal. On this basis, with the U.S. Census reporting a population of 117,212 for 1970, the Pueblo Regional Library should today have a book stock of approximately 234,424 volumes. Instead, it has a collection of 110,027 volumes, representing slightly more than .93 volumes per capita.

2. Periodicals and Newspapers -- The Pueblo Regional Library subscribes to 280 periodicals. Most are indexed and therefore useable as basic reference tools. A few of the subscriptions are specialized publications needed in the Genealogy or Western Research Collection. These are indexed locally -- a justified activity. None of the periodicals are bound. Nineteen newspapers are taken; these include local and surrounding county and state newspapers as well as national ones.

3. Art Prints and Sculpture -- Through the endeavors of the Friends of the Library, a circulating collection of art prints and sculpture

exists. The exact size of the collection is not known, but it is small.

4. Recordings -- Likewise, through Friends' efforts, a circulating collection of records was established. These recordings are circulated only through the McClelland Building, the Belmont Branch and the bookmobiles. While not extremely extensive, additions are made to the collection on a planned schedule.

5. Government Documents -- Within the last three years, the publications received from the U.S. Superintendent of Documents have been organized into a useable reference collection. The number of documents owned is not known.

2. Summary of Findings

A. The Pueblo Regional Library has been requested to establish a branch library in the developing Creative Arts and Conference Center.

B. The governments of the City of Pueblo and Pueblo County have been wise and farsighted to establish the Pueblo Regional Library to serve the entire County of Pueblo. This action was accomplished in accordance with Chapter 84 of the Colorado Revised Statutes.

C. The Board of Trustees and the Director of the Pueblo Regional Library are trying to correct previous deficiencies by establishing a Reference Department, organizing the U.S. Documents Collection, establishing procedures for the collection of statistics, and providing guidelines for personnel administration.

D. The number of citizens registered as users of the Pueblo Regional Library is below national standards.

E. The book stock owned by the Pueblo Regional Library is far below national standards and inadequate for today's demands.

F. The Pueblo Regional Library is understaffed by approximately 50 percent.

G. The Pueblo Regional Library serves as the Headquarters Library for the Arkansas Valley Public Library System. To provide this service, funds are annually received from the Colorado State Library.

H. The Colorado State Library Law (Chapter 84 CRS) permits only a 1.5 mill assessment for library services. The Pueblo Regional Library is, at the present time, effecting such an assessment on Pueblo County. The income thus realized is inadequate to provide good library service to the City and County of Pueblo.

CHAPTER III

RECOMMENDATIONS FOR GROWTH

1970 - 1990

During the last seven decades the role of a public library has changed dramatically in the United States. While it was formerly considered a storehouse for the accumulated knowledge of mankind, available to those few who had the right, the privilege or the economic means of using such resources, it is today considered an educational service to all citizens, regardless of race, religion or economic status. Primarily during the last thirty years, the public library has become a community center for the dissemination of information. It is now recognized as a strong educational agency, serving the needs of those citizens who are no longer participating in formal education and supplementing it for those who are still involved. In order to create a library of this stature -- one which fulfills the educational concept -- it is necessary that the community, the staff of the library, and, above all, the Board of Trustees, be committed to the value of an informed citizenry. After all, it is this concept that is basic to a democratic society. Public libraries have flourished in the United States because it is believed that, to be a participative citizen, one must be knowledgeable and informed. This is even more vital today with the change from an industrial and rural society to a technological society requiring the retraining of many citizens if they are to continue to be part of the productive labor force.

Boards of Trustees and Directors of Libraries have long recognized that their job of management involved the direction of the resources which they have at hand. A library has three resources through which it offers its educational and informational services to a community. First, its

staff; second, its book and non-book materials; and third, its physical plant or the facilities which make its service possible. Good management dictates that managers utilize their resources in the most efficient manner possible to achieve the objectives and goals of their institutions. An institution is like an individual, in that it must have its immediate or short-range objectives and also its long-range objectives. Management, by objectives, is a fairly new philosophy. However, it is one which assures the utilization of resources toward coordinated and maximum achievements and one which permits evaluation and redirection when necessary. An objective, once established, may be relatively permanent, but the programs through which that objective is fulfilled may vary according to changes in local situations, problems concerning available resources, or because of the emergence of new programs more effective than previously defined ones. Managers must not be afraid of change but must utilize their resources through change in order to effect and achieve their desired objectives.

For this reason, it is extremely important that the Board of Managers and the Director of a library adopt short-range and long-range objectives, and,in harmony, work on programs to achieve these goals. Dissension on a Board of Trustees can only lead to confusion in establishing programs and reduction of the effectiveness of existing programs essential to the achievement of objectives.

Recommendations for the growth and expansion of the Pueblo Regional Library over the next twenty years will be given in terms of objectives to be achieved. Programs to achieve these objectives, both short-range and long-range, will also be recommended. It is hoped that the Board of Trustees will endorse the objectives and will evaluate the

proposed programs, designed to most efficiently utilize library resources in Pueblo.

Objective Number One: To Function as the Information Center for the City and County of Pueblo

Information today is a saleable commodity. It is needed by business and industry, by the individual changing occupations, and by the general citizen who wants to understand the problems of present-day society. Information is truly one of the major needs of citizens, regardless of their economic and social backgrounds, and the public library is eminently qualified to serve as a community information center. With an adequate bookstock and with trained professional librarians to assist the user in finding what he needs, the public library can become the dynamic center to which the community looks for information. It is suggested that the following sub-objectives be adopted to implement objective number one:

a. To serve as the information center for all citizens needing information in their daily living.

b. To provide information needed for vocational development or job retraining.

c. To provide specialized information needed by business and professional men, industries and research organizations of the community.

d. To provide information needed by the economically, culturally or socially disadvantaged, and to assist these groups in becoming more productive and self-sufficient members of the community.

e. To provide information essential to support the civic and cultural activities of the community.

In order to achieve objective number one and the sub-objectives, the following programs are recommended:

Program 1: To expand the book stock of the Pueblo Regional Library

The great need of the Pueblo Regional Library is for books. Books of quality must be acquired by purchase, gift, campaign or in any other way possible. The book stock must be expanded so that by 1990 the Pueblo Regional Library and any branches that may develop will have a total collection approximating 472,000 volumes -- an average of two volumes per capita. Books are essential to the development of the total informational program, and not enough stress can be placed on the fact that the financial resources of the Pueblo Regional Library must be redirected or new funds must be obtained to build up a quality collection.

Program 2: To strengthen service to the industrial community

As the book stock is expanded, emphasis should be placed on enriching the business and industry collection of the Pueblo Regional Library. On the basis of a community analysis, resources should be acquired to reflect the concerns and interests of existing industries as well as those of new industries which move into the County. The collection should involve all areas of management, finance and organization, and, presumably, the collection will also have to include those scientific materials which would be of concern to industries. Likewise, materials on automation and on the storage and retrieval of information through computers and other technological processes will have to be acquired.

Program 3: To create a Fine Arts Department

It is recommended that the present art gallery be converted into a Fine Arts Department. The large display panels should be removed and regular library shelves placed along the solid wall. The new Fine Arts Department should include all books in the collection, both circulating and reference, classed in the 700's of the Dewey Decimal Classification. In addition, all recordings, art prints, and sculpture objects should be included in this Department. Proper library furniture, including tables, chairs and occasional furniture, as well as an adequate circulation desk, should be purchased. Record players utilizing earphones should be available in the Fine Arts Department whereby individuals can listen to specific recordings and utilize musical scores in their study of music. Close coordination between the Fine Arts Department and the cultural organizations of the community should be established and maintained. Special library programs such as study groups of symphonic works and dramatic presentations soon to appear in the community should be developed.

As noted earlier, a request has been received from the Creative Arts and Conference Center for the establishment of a branch library in their new building. This course of action is not recommended. The Pueblo Regional Library, at the present time, has too few books and too few staff to splinter its resources. The establishment of a branch in the new Center would restrict citizens from using that collection except when the Center is open. The area provided for the branch library does not open onto the street, and there is very little means of controlling exits from it. The library administration could thus expect minimum use and high loss. Because of the great interest in cultural activities developing in Pueblo, however, the Library should respond to these

interests. The creation of a Fine Arts Department in the main McClelland Building is therefore recommended.

Program 4: To expand and reorganize the General Reference Collection

As was noted earlier, the Reference Department was established only during the last two years. The collection of reference books is minimal. While no statistics on its use have been maintained, it is reported by the Director that the small collection is receiving heavy use by citizens of all ages.

It is recommended that a concentrated drive be undertaken to increase the resources of the Reference Department. Funds might be acquired by (1) special appropriations from the City or County governments, (2) solicitation of funds from business and industry to purchase materials in areas of their concern, (3) grants from foundations, (4) special fund-raising activities by the Friends of the Library, and (5) redirection of budgeted funds.

Except for the few reference books, all of the materials in the Reference Department are restricted in use. A staff member must obtain items for the user. It is recommended that more materials be placed on open shelves available to the user without staff assistance. Specifically, in addition to the total reference book collection, telephone directories and college catalogs should be on open shelves.

The Reference Department also houses the periodical collection, access to which is closed to the public. All of the periodicals are arranged alphabetically by title, then chronologically by year; none of them are bound. As a result, every time a member of the public wishes a particular issue of a periodical, a staff member must go to the closed

stacks, locate it and bring it back to the staff desk. This creates excessive running. As a means of strengthening the reference collection and as a means of relieving the staff of a very constant duty, it is recommended that the Library Director and the head of the Reference Department determine which periodicals are most essential for long-range reference value and that a program to bind periodicals be initiated. Bound periodicals should then be included in the reference collection section, open to the public.

If the Pueblo Regional Library is to become a major information center, not only for the City and County of Pueblo but also for the Arkansas Valley Public Library System, it is essential that the periodical collection be strengthened. The number of titles acquired should be increased. But, even more importantly, back issues of primary periodicals should be retained for periods far longer than five years. This can be done either by binding important and frequently used periodicals or by acquiring back issues of periodicals on microfilm.

The government documents collection, which has been organized within the past few years, is a credit to the Pueblo Regional Library. It should be continued and strengthened. Every attempt should be made to obtain and place in the documents collection publications of the governmental agencies of the City of Pueblo and Pueblo County. As far as possible, important state documents should be acquired. In the interest of better reference service, the documents collection should not be made available to the general public, but should be kept in a closed or restricted area where the problems of keeping quantities of unbound pamphlet material in useable order can be minimized.

The Reference Room has never been completely furnished, and completion of the furnishing should be an immediate goal of the Board of Trustees. It is recommended that, in addition to the usual library tables and chairs, numerous individual study carrels be placed in the Reference Room. If a program is adopted to acquire microfilm copies of periodicals rather than the binding of periodicals, this room will have to be equipped with additional microfilm readers and reader-printers.

It is anticipated that the use of the Reference Department will grow dramatically in the next two years. It is already heavily used, and, as resources are expanded and the staff is freed of clerical duties and better able to perform reference services, use can be expected to increase. It is in this Department, too, that businessmen and representatives of the various industries should find materials satisfying their library needs.

The Reference Department supervises the Genealogy Collection and Western Research Collection. These two collections are housed in separate rooms and are available to the public only under staff supervision. They should be restricted because of their value and the uniqueness of the included materials, and they can continue to be housed and supervised as they are at the present time. Acquisition for these collections should be defined in policy so that they do not duplicate the more extensive research collections available in nearby cities. It is suggested that they be oriented primarily to the history of Pueblo and its immediate environs, and to Pueblo families.

The Reference Department, as now structured on the third floor of the McClelland Library, will eventually have to be reorganized -- the

placement of book shelves and the location of the stairs presently cause great difficulties for the staff in supervising the room.

Objective Number Two: To Extend Library Service to All Parts of the Community

The American Library Association standards indicate that a branch library should be located within one mile of each residence. Although this standard is considered out-of-date in view of the mobility of today's population, it cannot be expected that all citizens will come to one central building. Libraries must therefore develop facilities for extension services to communities. In the past, branch libraries were placed in parks or in residential sections, but these are no longer considered adequate sites. Library facilities should be located where people go in their daily living. This means that branch libraries and bookmobile stops should be placed near or adjacent to shopping centers, community centers or in other locations which community members frequently visit.

In 1971 the Pueblo Regional Library will acquire a new, large bookmobile replacing an old, smaller bookmobile. As a result, the number of service outlets will be increased, certainly by a minimum of five. This is a correct step; since it is planned and included in the budget, no further comment is necessary, except to commend the Board of Trustees for this action.

Program 1: Expansion of the Belmont Branch

The present Belmont Branch is a very small facility of approximately 500 square feet and housing approximately 5000 volumes. Attached to a

fire station, it faces on a major thoroughfare. A park surrounds the other three sides of the building. The building cannot be conspicuously identified as a library.

The area of the City in which the Branch is located is expected to grow rapidly in the next twenty years. The Pueblo Transportation study previously cited[1] anticipates a population of 15,100 by 1990. Because of the highway pattern, the Eastwood area, which is anticipated to have a population of 4500 by the same date, could easily use the same branch library.

A most desirable program would be to relocate the Belmont Branch in the adjacent, large shopping center. Construction of a new facility designed in conformity with the best standards of library service would be more desirable than to incur indefinitely rental cost of a building not designed for library purposes. If relocation is not feasible, then expansion of the present facility should be considered.

It is recommended that the Belmont Branch be designed to house not less than 15,000 volumes and to seat approximately thirty individuals. Service, of course, would be planned for both children and adults. It is anticipated that, because of its convenience, this branch would receive heavy use by students of the Southern Colorado State College. For the expanded facility, it would be necessary to provide a larger staff, and off-street parking would be a necessity.

Program 2: Establishment of an experimental library program for the Hispano

It is recommended that, as an immediate step, a program be initiated

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[1]See p. 19.

to establish library service to the Hispano community. Because of the redirection of the Library Services and Construction Act by the 91st Congress, funds should be available through the Colorado State Library to assist in the development of such a program. It is not proposed that a typical branch library be established to provide this service, but rather that, in cooperation with a group of Hispano citizens, a library facility be defined in terms of roles and functions that will meet their desires and needs. While such a facility should include some books and periodicals in languages appropriate to the community, many other non-typical, non-library materials should also be included. One of the great needs of the socially or economically disadvantaged, for example, is vocational and occupational materials. These should be included. Information on community services such as legal assistance, welfare assistance, and health assistance should also be made available. And, of course, the collection should include art prints and recordings which reinforce the Hispano culture and give pride in membership in that culture.

There are few librarians who could operate a center such as the one visualized, and, preferably, employees would be recruited from the community served. Given specialized training, they could perform the duties required and still be "of the community." It is suggested that immediate steps be taken to contact the Colorado State Library to explore the possibility of funding such an experimental library program. It is further suggested that the Graduate School of Librarianship of the University of Denver be contacted to see if assistance could be obtained in the selection of materials and in the identification of resources to

be included. An experimental library program for the Hispanos is suggested here as a very high priority program.

Program 3: Acquisition of a bookmobile to provide direct service to schools

As reported earlier, many of the schools in both School Districts 60 and 70 have inadequate library facilities. It is not the function of the public library to supply the materials which support school curriculums. However, it appears that some of the school libraries themselves are not fulfilling their responsibilities in making curriculum-oriented materials available. It is therefore recommended that the Pueblo Regional Library acquire a third bookmobile and equip it with the needed curriculum-oriented resources. This bookmobile would go only to those schools, both public and parochial, which have inadequate library facilities. It is not considered a primary responsibility for the public library to perform this service, so the Board of Trustees should solicit support for the program from the two School Districts concerned. It is not unusual for a school district to pay a public library to perform a service which is basically its responsibility but which is not being fulfilled. The implementation of this program would do much to alleviate some of the tensions which have developed between the School Districts and the Library.

Program 4: Long-range planning for expansion of branch libraries

As the community grows, at least four additional branch libraries will be required. No branch library should be considered, however, until, through the use of bookmobiles, the need and demand for library service is identified, and until there is a resident population of approximately

15,000 people adjacent to the site selected for the branch. Each facility should be located in or adjacent to shopping centers or to other centers which people frequent in their daily living. Each should have a book capacity of 15,000 to 20,000 volumes and a seating capacity of thirty to forty seats. A building containing 15 to 18,000 square feet will be necessary to house the resources for each of the facilities.

Based on projections of the Pueblo Regional Planning Commission in their technical working paper T-47, dated March 1969, and projections for Colorado City and Pueblo West, it would appear that future branch libraries should be considered for the following locations:

1. Colorado City. Already the demand for bookmobile service indicates a need for library service. As the community grows, the Board of Trustees should negotiate with the developers of Colorado City for a site adjacent to the developing shopping center.

2. Pueblo West. A site has been designated by the developers for a library. Its adequacy in size might be questioned. Again, contact should be made with the developers to assure a proper and adequate site which will be available when it becomes appropriate to construct a library facility.

3. Sunset, Highland Park and Red Creek Spring area. The Pueblo Regional Planning Commission studies indicate that by 1990 the following population will live in the three areas indicated:

Sunset	7,850
Highland Park	17,300
Red Creek Springs	3,392
Total	28,542

Before 1990, therefore, it would be appropriate for the Board of Trus-

tees to construct a sizeable branch at a location which could serve all three areas. Careful study of the site should be made (1) to assure easy access by vehicles, (2) to prohibit domination of the facility by students of South High School or Pitt Junior High School, i.e., use by adults must be guaranteed. In any case, the anticipated population justifies the construction of such a facility. The areas mentioned are too far from the McClelland Building to expect people living in them to use that facility other than for specialized reference and research services.

4. Country Club, Hyde Park and North Ridge areas. The Pueblo Regional Planning Commission studies indicate that by 1990 the following population will exist in the three areas indicated:

Country Club	9,350
Hyde Park	6,625
North Ridge	3,325
Total	19,300

Again, it would be appropriate for the Board of Trustees to soon consider the acquisition of a site for a branch library to serve these areas.

It must be emphasized that two of the constructions just proposed are in new cities where no permanent library service exists today. While bookmobiles do serve Colorado City at the present time, it is anticipated that the demand for service will soon be greater than they can meet. That is the time at which a facility should be constructed. The same pattern will probably develop at Pueblo West. The two other areas in which construction of a library branch is recommended are within the Pueblo SMSA as defined by the Bureau of the Census. It is possible that before 1990

these areas, which are presently outside Pueblo, will be included in the City limits, inasmuch as the City Manager has indicated that the City government has an aggressive policy of annexation.[1] But the important point is that these areas are in the SMSA.

Objective Number Three: To Encourage the Widest Utilization of Library Service

A library, like any other service agency or business, must advertise its wares and take steps to encourage its use. As noted earlier, the number of registered borrowers falls below that set by national standards. It is therefore recommended that the following programs be initiated in the immediate future to inform the public of resources and services available and to encourage greater utilization of library services.

Program 1: To employ a part-time Public Information Director

A publicity program, to be effective, must be coordinated and directed by one individual under the immediate supervision of the Director of the Library. The splintering of responsibilities for such a program usually leads to confusion and to the dissemination of false or contradictory information. The Public Information Director should develop programs to include (but not limited to) the following:

1. Develop spot announcements for TV and radio.
2. Prepare news stories for the local press. Such stories might report (1) the acquisition of new important resources, (2) educational programs being offered by the Library, (3) human interest stories about users, (4) reports of activities of Library

[1] Weisbrod, interview, December 14, 1970.

personnel, (5) reports of Library services offered the community.

3. Identify the various "communities" within the area served by the Pueblo Regional Library and direct specific publicity programs toward those groups. Such "communities" might include business and industrial groups, service clubs, professional associations, cultural organizations, and study groups. For each of these "communities," specific public information programs should be defined. Such programs might include (1) the frequent preparation of short, annotated bibliographies of library materials meeting the interest of the community, (2) the presentation, at meetings of groups from the communities, of short talks on library services offered and of display of appropriate materials.

Program 2: To acquire the equipment to print Library promotional materials

Any promotional program mounted for the Pueblo Regional Library must be accomplished with a high degree of professionalism. No amateur printing or drawing should be permitted, for the image of the Library will be affected by the quality of work produced. Either equipment and staff for in-house production of publicity items should be acquired, or arrangements with a commercial agency should be made. Offset printing can be utilized effectively and is less expensive than regular printing.

Program 3: To expand the presentation of Library-sponsored educational programs

The number of organizations which use the Library auditorium is

impressive, but, because of the physical layout of the building, those going to the auditorium need never enter the Library proper and need never observe activities and services being rendered. Therefore, it is recommended that, whenever a community organization uses the auditorium, a display of Library resources of interest to the organization, as well as printed brochures describing Library service, be made conspicuous.

It is recommended that, in cooperation with the Friends of the Library, the Library present an ongoing series of educational programs. These might utilize films or slides, or they might consist of panels or lectures. Subjects chosen should be appropriate and of interest to the Pueblo area.

Program 4: To expand the activities of the Friends of the Library

In the past, the Friends of the Library has been of great assistance to the Pueblo Regional Library. It is recommended that the Friends of the Library be strengthened and expanded. There are numerous activities that might be undertaken which would not only assist the Library in its publicity program but which would keep this group interested in the Library as a community educational agency. Already in this report several possible activities for the Friends have been suggested. The organization could assist in soliciting funds for the furnishing of the Fine Arts Department, for example. Because of the immediate need for additional resources to acquire books, it could undertake various activities to assist the Board of Trustees in building the book collection. The Friends could also assist the Library in presenting various programs for the general public. It is important for a Library to have a group of citizens which is not only interested and participative in the pro-

gram of the Library, but which also recognizes the value and importance of the Library's educational activities.

Program 5: To assist individuals who did not complete high school to achieve their Graduate Equivalency degree

It is recommended that the Pueblo Regional Library, in cooperation with School Districts 60 and 70, establish centers where drop-out students can study for and achieve a Graduate Equivalency degree. A certified teacher is usually required to present these courses, but the Library can provide materials and space for the classes. This service would constitute a real contribution to the advancement of the educational level of the community and would bring to the Library a group of citizens who, because of their lack of education, would not normally be library users.

Objective Number Four: To Develop an Efficient Administrative Program for the Pueblo Regional Library

The Director, during the past few years and particularly since the Regional Library was established, has made significant strides in developing the organizational structure and personnel administration of the Pueblo Regional Library. The existing organization and its personnel program has been described earlier in this report. That review indicates that several changes need to be made to bring the administrative program in line with recent developments. The following programs are recommended to achieve this objective:

Program 1: To revise the job classification plans

The present classification plan has six classes -- the Director,

Librarian II, Librarian I, Senior Clerk Steno, Library Assistant, and Custodian. There are several objectionable features to this plan.

1. The Librarian I class carries the implication that this is a beginning professional class. However, the educational requirement for the class is a four-year college degree, but no library training is required. The class should therefore not be called a "Librarian."
2. All professional librarians except the Director are classed Librarian II. This means that the job of a new professional just out of a graduate library school will have the same classification -- pay and level of duties -- as a professional with many years of experience. Moreover, heads of departments with supervisory responsibility will be classed the same as those professionals they supervise.
3. The job audit shows that there are many varying functions performed by the Library Assistant class. Some of the functions require experience and carry a terminal responsibility while other functions require no experience and the work is reviewed. Too many levels of work are included in this one job class.
4. Because of the limited number of job classes for both professional and non-professional positions, incumbents have no motivation to work for advancement. There is no place for them to rise to except to resign and find other employment which allows recognition for growth in capability.

It is recommended that a new job classification plan be adopted, as follows:

Professional

Job Class	Requirements
Director	Graduation from a 5th year accredited library school and a minimum of five years experience with increasingly complex administrative responsibility.
Librarian III	Graduation from a 5th year accredited library school; supervisory responsibility for a broad area of library service.
Librarian II	Graduation from a 5th year accredited library school; supervisory responsibility for a limited area of library service.
Librarian I	Graduation from a 5th year accredited library school; no supervisory responsibility.

Non-Professional

Business Manager	Preferably, graduation from a four-year college with training and experience in business and personnel administration.
Library Associate II	Graduation from a four-year college with some library education or at least one year of on-the-job experience.
Library Associate I	Graduation from a four-year college with no previous library experience required.
Senior Clerk Steno	Secretary to Director. Ability to type, take dictation, maintain files, make appointments and other secretarial abilities required.
Library Assistant II	High school education required, some college desired. Ability to perform clerical functions under general supervision. Must be able to type.
Library Assistant I	High school ecucation required. Ability to perform clerical functions under close supervision. Must be able to shelve books and other materials accurately and rapidly.

A job classification plan as defined above gives employees motivation to improve themselves and to stay on the job. When defining a job within any class, detailed attention should be given to the duties assigned. Duties should be assigned to the lowest class level capable of performing the duty. Thus, the Head of Readers' Service should not spend 15 percent of his time shelving books and 10 percent working at the Circulation Desk.

Program 2: To revise the salary scales

The 1971 salary scale for the Pueblo Regional Library would have to be restructured to encompass the new job classes outlined above. However, it is believed that this could be done without increasing personnel costs. The salaries of those new classes that require less education, experience, or responsibility should be less than those requiring more of the same qualities. Further, as new people are employed, they should start at the entry step on the salary scale and advance horizontally along the scale as their proficiency in the job increases. Employees could move vertically on the salary scale, (1) as authorized positions in the new class became available, and (2) as the employee came to satisfy the requirements for these positions. Special consideration for salary adjustment might be given to those employees who, in any given year, complete formal education courses or qualified informal education courses.

Program 3: To restructure the organizational pattern of the Pueblo Regional Library

As described earlier, the Pueblo Regional Library has five units of organization (see Table XI, p. 46): Reference Services, Readers'

Services, Children's Services, Technical Services, and Extension Services. In addition, there is a custodial staff which reports to the Director. The Director reported that this organizational pattern was to some extent based on the physical structure of the McClelland Building. It does, however, represent a traditional pattern of public library organization, four of the organizational units working directly with the public. By splintering public service activities between four supervisors, competition can develop, little empires can be created, and tensions can evolve. It is proposed that in a new organization the four units - Reference Services, Readers' Services, Children's Services and Extension Services - might be joined into one unit, known as Public Service. The Supervisor of this unit should be the Assistant Director of the Pueblo Regional Library.

When the job audits were examined, it was readily observed that the same functions are performed in many areas of the Library. This is particularly true of circulation and overdue procedures. It is recommended that a new organizational unit be created to centralize and coordinate all circulation functions. There should be assigned to this new organizational unit certain other non-professional duties such as personnel administration, bookkeeping, preparation of vouchers, general administration of all financial affairs and supervision of custodians. This new organizational unit should be under the direction of a Supervisor of Administrative Services.

Program 4: To clarify the role of the present Assistant Library Director

As has been pointed out, the present Assistant Library Director performs no duties for the Pueblo Regional Library; her full attention

is given to the Arkansas Valley Public Library System. With this assignment, she cannot possibly be expected to be aware of all the policies, problems, and objectives of the Pueblo Regional Library, and it is illogical to have her function as Assistant Library Director. The positions of Director of the Arkansas Valley Public Library System and the Assistant Library Director of the Pueblo Regional Library should be divided. Each is important and each has a large responsibility. If the two jobs are combined, one agency must necessarily suffer. In the present case that agency is the Pueblo Regional Library.

The proposed revised organizational chart for the Pueblo Regional Library, as described above, is shown in Table XIII, p. 82.

Program 5: To centralize the preparation of overdue notices

At the present time, the Pueblo Regional Library uses the Newark Charge System. This system provides satisfactory control of circulation and reserves. While eventually, when circulation grows, other systems will have to be considered, no immediate urgency should be felt to effect a change. New equipment, both photographic and electronic, is constantly appearing on the market. When the system now in use becomes too cumbersome to handle the accumulation of circulation records, then change should be effected. As an estimate, the present Newark System might be expected to handle yet a 100 percent increase in circulation records.

At the present time, three charge points are maintained within the McClelland Building. These are the main Circulation Desk, the Children's Department and the Extension Department. If the Fine Arts Department is established, it will be necessary to establish a fourth charge point.

TABLE XIII

PROPOSED ORGANIZATIONAL CHART
PUEBLO REGIONAL LIBRARY

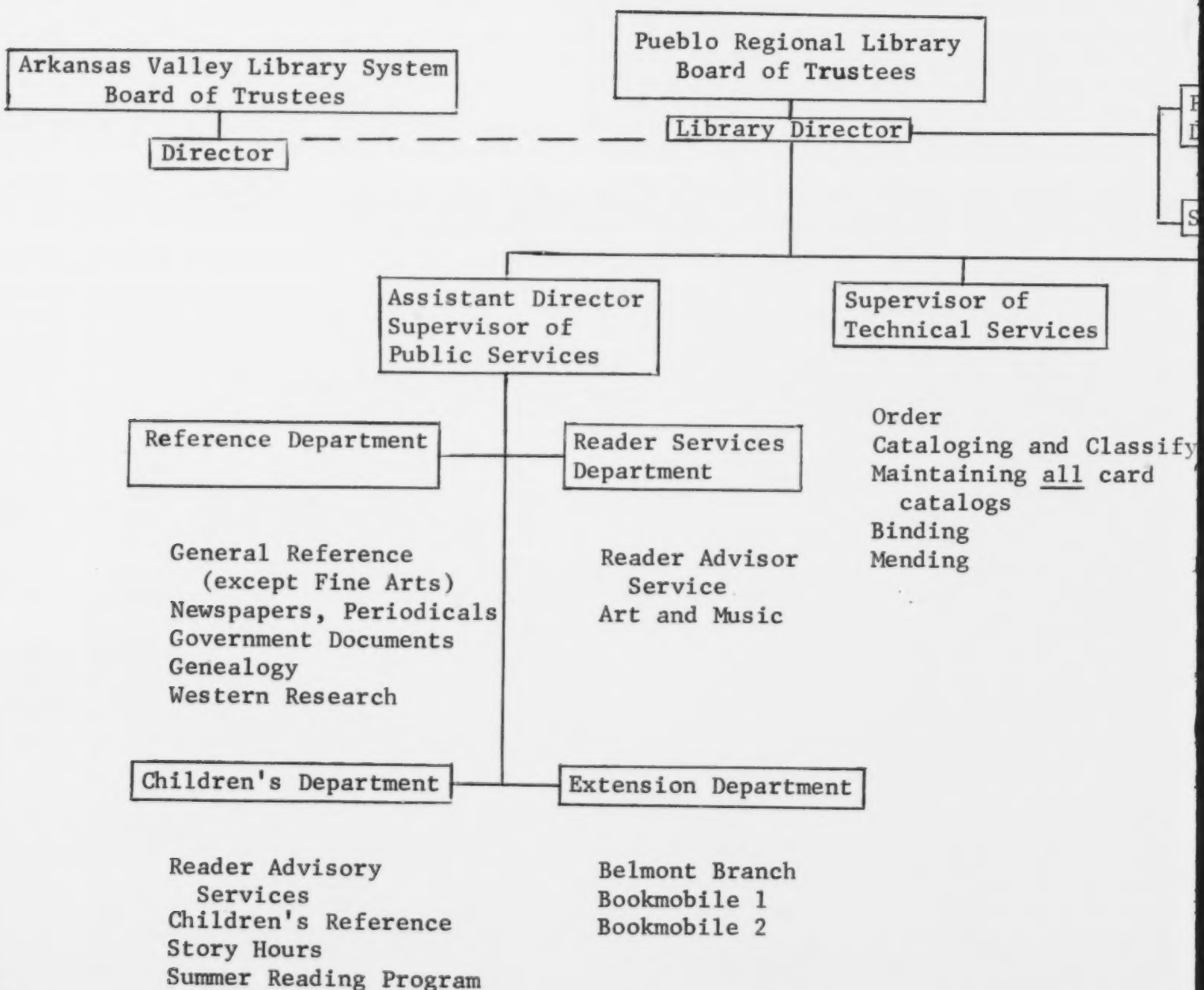
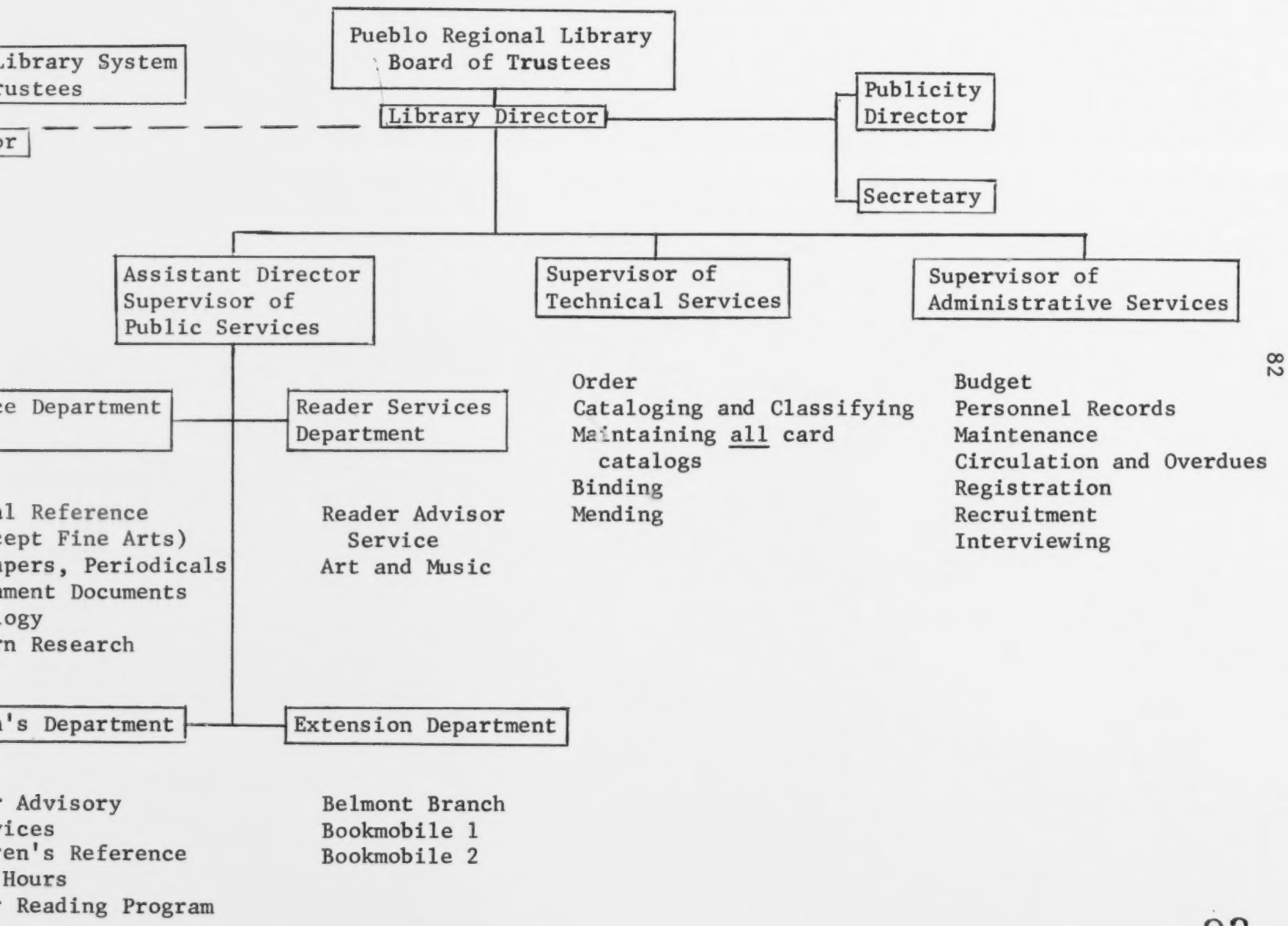


TABLE XIII

PROPOSED ORGANIZATIONAL CHART
PUEBLO REGIONAL LIBRARY



82

It is recommended, for efficiency in staff management, that a centralized overdue center be established. At first only overdue notices for books charged from the McClelland Building need be centralized. Later, the preparation of overdue notices for the bookmobiles and the Belmont Branch can be added.

Program 6: To provide adequate office space for supervisors

At the present time, only the Director has a private office. It is not known how supervising librarians are currently accomplishing their duties without such privacy. Certainly, personnel counseling alone would require private offices.

It is recommended that in the future consideration be given to moving the Genealogy Collection and the Western Research Collection into the Reference Department. It would then be possible to convert these two rooms into several offices. It is recommended that the Director and his secretary occupy one of the rooms.

Program 7: To determine annually program priorities to achieve objectives

Few libraries blossom instantly into fully developed institutions. Most good libraries result from slow but constant growth toward specified objectives. It is therefore necessary for the Board of Trustees and the Director to establish annually priorities for the coming year.

This process is particularly important for the Pueblo Regional Library. Its income is fixed by law and at present the Library is receiving its maximum assessment. However, it is expected that, as Pueblo County grows, its assessed valuation and the resulting Library income will also grow. On the other hand, such recurring costs as personnel,

books and periodicals will increase at the same time. In any case, the process of establishing annual priorities is particularly important when funds are restricted. This study cannot set such priorities, for they will become apparent only with the development of use patterns by the growing population. The priorities that are accepted, however, might follow one or more of the programs recommended in this study.

Program 8: To provide maximum security for the staff, facilities and resources of the Pueblo Regional Library

It has been reported by the Director that, in recent months, disciplinary problems within the Library have developed during the evening service hours. For a period of time policemen were kept in the Library to control such problems. By rescheduling staff so that a male member is always on duty in the evenings, it has been possible to dispense with the police. Minimal difficulty has been experienced recently.

However, in view of current trends in American society, more problems of this nature can be expected. Recognizing that staff members cannot be both guards enforcing discipline and friendly, helpful librarians serving the needs of the public, many libraries have been forced to maintain a guard service. Guards perform such duties as (1) verifying that materials taken from the building are properly charged out, (2) patrolling public rest rooms, (3) trying to reduce mutilation of library materials by observation and patrolling of public areas, (4) handling disciplinary problems, and (5) coordinating with the Police Department on such problems as sex deviates, non-return of quantities of books by a patron, etc.

While the Pueblo Regional Library may eventually have to establish

a full-time guard service, the following intermediate steps might be considered:

1. The front patio and parking lot should be better lighted. Either more ornamental lights should be added or large flood lights should be installed on top of the building.
2. It may be necessary to stagger the work hours of the custodians so that one works the shift starting at 7 a.m. and another a shift terminating at the time the Library closes. Custodians do not make the best guards, but their presence at least insures another male on the premises.
3. The Board of Trustees should ascertain that the buildings and vehicles owned by the Pueblo Regional Library are adequately insured. Care should also be taken to see that adequate liability insurance is maintained.

Program 9: To establish a uniform method for the collection of statistics

As has been pointed out frequently in this report, many necessary statistics were not available. Statistics which have a recurring value are important as means of assessing work loads and evaluating the effectiveness of a library's service.

It is recommended that a program be established to collect and retain those statistics that are important to the operation of the Pueblo Regional Library. In determining which figures are necessary, top consideration should be given to the ones annually required in reports to the Colorado State Library. The following are certainly essential:

1. The number of volumes circulated from each library charge point

per month, cumulated annually.

2. The number of art prints or other non-book items circulated from each library charge point per month, cumulated annually.
3. The number of reference questions asked at each reference point per month, cumulated annually. (A reference question might be defined as a question requiring the use of library resources to provide the information.)
4. The number of volumes, documents, art prints and other library materials added to the collection each year, and the number of materials in the same categories that are withdrawn.
5. The total number of items owned by the Pueblo Regional Library, reported annually by type of item.

Objective Number Five: To Cooperate With Municipal, County and State Governmental Agencies, Regional and State Planning Agencies, and Industrial Development Organizations

During the last few years, the Pueblo Regional Library has effected two very important political developments. On January 1, 1969, the former McClelland Public Library, an agency of the Pueblo Municipal Government, became the Pueblo Regional Library, a semi-independent agency of both the Municipal and County governments. The new legal structure has been described earlier in this report.[1] The important factor of this action is that both the service area and the tax area have been broadened. The second important development is that the

[1]See p. 35.

Pueblo Regional Library has become the Headquarters Library for the Arkansas Valley Public Library System. State funds are received to support this program, which provides reference and inter-library loan services to eleven counties. As a Headquarters Library in the System, the Pueblo Regional Library is also participating in the Statewide Reference Service Network, and it is therefore able to obtain, for library users of Pueblo and the Arkansas Valley, highly specialized and technical resources beyond its own purchasing capability.

Program 1: To continue and to strengthen both the legal structure of the Pueblo Regional Library and the Arkansas Valley Public Library System

In order to carry out this program it will be necessary for the Board of Trustees and the Director to work closely with all levels of government. But, particularly, the Library administration must work closely with the Colorado State Library and members of the State Legislature from Pueblo County. Support must be given to the Colorado State Library in its endeavor not only to maintain but also to increase the level of funding for State Aid to Public Libraries. This is essential both to support the Arkansas Valley Public Library System and to obtain the special grants needed to develop programs recommended in this report.

Program 2: To work for an increase of the mill levy authorized by Chapter 84 of the Colorado Revised Statutes

At the present time, the Pueblo Regional Library is limited to an assessment of 1.5 mills on the assessed value of real property in Pueblo County. This mill levy restriction has been in force at least since 1947 and probably earlier. During this time, not only have the economics of the State and the nation changed, but the demands for good li-

brary service and the cost of providing it have increased. The Board of Trustees and the Director, through their legislative representatives, should encourage the increase in the authorized mill levy to at least 2 mills.

Program 3: To work with governmental agencies and industrial organizations to determine ways of effecting capital construction

Recognizing that Chapter 84 of the Colorado Revised Statutes does not give a regional library district the authority to issue bonds for capital construction, the Board of Trustees should explore with the Pueblo City and County governments their plans for capital construction and discuss the Library's need to be included in such plans. Since the construction recommended in this report lies in both the City and the County, some definite agreement should be reached as to the government's responsibility for supporting funds. At the same time, the developers of Colorado City, Pueblo West and El Rancho should be contacted urging (1) the donation of adequate library sites, and (2) financial assistance in capital construction. The ability of the Pueblo Regional Library to effect lease-purchase agreements should be explored.

At the same time, the Services District law (Constitutional Amendment No. 3 - Local Government Reform) passed by the electorate on November 3, 1970, should be studied to determine whether or not the establishment of a Library Services District would provide a sounder political and economic base for the Pueblo Regional Library. In examining this new law, particular attention should be given to (1) the method of establishing the District, (2) the power of the Services District to assess on taxation, and (3) the power of the Services District to effect capital construction.